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AN ASSESSMENT OF AFIS PERIODICAL PUBLICATIONS:
THE 1989 READERSHIP SURVEYS FOR DEFENSE MAGAZINE,
BILLBOARD, AND PRESS AND ART PACK

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INSTITUTE FOR DEFENSE ANALYSES

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ABSTRACT

The purpose of this study was to assist the American Forces Press and Publications Service (AFPPS) in ensuring that the information needs of its DoD audiences are being met by three of its periodical publications entitled: *Defense Magazine*, *Defense Billboard*, and *Press and Art Pack*. This IDA effort was undertaken to plan, conduct, and analyze surveys tailored to the readerships of each of these three publications. The questionnaires that evolved from our information requirements analysis elicited responses concerning the format, content, and availability of the periodicals which will be used to enhance the effectiveness of each.

The results show that *Defense* readers today are less positive toward the magazine than they were in 1986 with fewer readers strongly agreeing that *Defense* presents timely topics. With regard to the *Billboard* posters, almost 60 percent of the audience reported recall of at least one during the past year. Half the audience saw four or more posters and half saw fewer than four posters. About one-third recalled seeing 11 of the 12 posters and no one recalled seeing all. *Press and Art Pack* gets its highest ratings for providing copy that is the appropriate length for its audience, for getting its product to editors in time, for its artwork, and for its production tips.

We recommend that AFPPS communicate the results of this and future surveys to their editors in the various services. This communication system should be designed to help AFPPS editors and distribution executives understand which of their market segments are most likely to realize enhancement in quality of life and performance by reading AFPPS periodicals. AFPPS also should consider establishing a regular audience survey function to feed this system with the information it needs.



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EXECUTIVE SUMMARY

A. PURPOSE AND OBJECTIVES OF THE STUDY

The purpose of this study was to assist the American Forces Press and Publications Service in ensuring that the information needs of its DoD audiences are being met by three of its periodical publications entitled: *Defense Magazine*, *Press and Art Pack*, and *Defense Billboard*. This Institute for Defense Analyses (IDA) effort was undertaken to plan, conduct, and analyze surveys tailored to the readerships of each of these three publications. The questionnaires that evolved from our information requirements analysis elicited responses concerning the format, content, and availability of the periodicals which will be used to enhance the effectiveness of each.

B. BACKGROUND

The periodicals being assessed in this study are edited by the American Forces Information Service (AFIS) and produced by its American Forces Press and Publication Service (AFPPS). The mission of AFIS is to communicate internal information about Department of Defense policies and programs to the military and civilian audience worldwide through print and broadcast media. This mission is accomplished by the implementation of some 25 information objectives established by AFIS in support of Defense Department policy. These objectives include: American/military heritage; citizenship/voting; civilian work force; conservation, energy, and environment; current events and the military; DoD missions; DoD personnel policies; drug and alcohol abuse; education and training; guard and reserves; health and medical care; military balance/threat; military benefits. In addition, the publications also emphasize the following values: military family/quality of life; military law; operations and readiness; overseas service; personal affairs; research, development, and acquisition; retention; safety; security/law enforcement; standards of conduct; fraud, waste, and mismanagement; equal employment opportunity.

Defense Magazine is one of the means for communicating these information objectives to the military and civilian audience and is the most comprehensive of the

information (13 percent in 1989 versus 16 percent in 1986), and less likely to view the magazine as particularly relevant to their duties (5 percent in 1989 versus 7 percent in 1986).

The 1989 survey also provided evaluations of the individual content areas of *Defense* which are similar to those results obtained in 1986. The magazine still gets its best marks as a source of information on the military balance and Soviet threat, though only 18 percent today, compared to 24 percent in 1986, consider its coverage of this area to be "very useful." Overall, 75 percent of the 1989 audience believes the amount of coverage devoted to threat issues should remain about the same. The 1989 survey showed no real differences in readers' views concerning the values of information on research and development, Guard and Reserve affairs, and acquisition and procurement. Most readers (58 percent) consider the coverage on Guard and Reserve affairs to be of little or no use. Increasing the coverage of manpower and personnel issues in *Defense* was the highest priority recommendation in 1986 and this area remains number one among readers in 1989. Readers also want more coverage of operations and readiness and research and development, which were priorities in 1986 as well. However, fewer now rate *Defense* as a "very useful" source of information on manpower and personnel issues, operations, and readiness. Written comments received from several respondents discussed the issues of the magazine's limited distribution and suggested altering the style of the magazine to attract more lower ranking individuals who may benefit from its content.

b. Recommendations

We recommend that the editors of *Defense* more accurately define its audience and make all efforts in their power to ensure that the magazine reaches its intended audience through the mail/routing system (63 percent get it through the mail/routing system). We recommend AFIS balance the ratio of audience members to copies by increasing the print run and allocating more copies to the Marine Corps, Navy civilians, and Air Force. In addition, AFIS should clearly communicate the results of this study to the services and help the services understand the market segments most likely to benefit by reading *Defense*. AFIS should establish an ongoing audience feedback system to determine over time the effectiveness of changes made in the content and availability of *Defense* in response to the results of the 1989 survey. This feedback system could be based on a "letters to the editor" column and a simple "tear out and return" form included in the magazine every six months. The form would contain simple questions to which the audience could respond with their perceptions of the effectiveness of any changes made to the magazine.

2. Billboard

Forty-five hundred and twenty-five (4,525) of 12,000 armed forces personnel responded to our August 1989 survey questionnaire for a return rate of 38 percent. Response rates were highest among Air Force personnel (42.3 percent) and lowest among soldiers in the Army (33.2 percent). Return rates were highest among senior NCOs (46.4 percent), Field grade officers (45.4 percent), and junior enlisted personnel (26.3 percent).

a. Findings

Almost 60 percent of the audience reported recall of at least one Billboard poster during the past year. Half the audience saw 4 or more posters and half saw fewer than 4 posters. About one-third recalled seeing 11 of the 12 posters and no one recalled seeing all. The most memorable poster was "Child Abuse" (45.5 percent reported recall) and the lowest was "Credit Card Debt" (23 percent). The most effective poster, "Don't Drink," was given a rating of 4.48 on a scale of 1-5 and the least effective, again "Credit Card Debt," was given a rating of 3.62. Even the least effective poster was rated more effective than the neutral choice. The more experienced, educated, and higher ranking personnel were less inclined to rate the posters as effective. While three out of four respondents said they saw the posters mostly in the work area, Army personnel were more likely than others to see the posters in the barracks, Navy personnel in the dining area, and Air Force personnel in the library. Several respondents included suggestions for future poster topics in the areas of drug and alcohol issues, health topics and personal growth and career advancement subjects. Other comments suggested widening poster distribution and display and emphasizing graphics over written messages.

b. Recommendations

In order to increase the attractiveness and content of the posters, we recommend that AFIS editors continue to use appropriate media channels available to them to frequently disseminate messages that reinforce *Billboard* themes. This recommendation is based on "common sense" behavioral modification techniques, rather than on data from the survey. AFIS should examine the market segments that find each of these posters especially effective and identify other sources of information about these issues from which these audience segments could draw. AFIS should institute an audience feedback function that

focuses attention on where service men and women get their information about issues that materially affect their quality of life and effectiveness.

3. The Press and Art Pack (P&AP) Survey

Nine hundred twenty one (921) of the 1,500 editors surveyed in August 1989 responded for a return rate of 61 percent. The sample includes representatives from each uniform service and DOD agency/activity. Most are from the Navy (32 percent), Army (31 percent) and Air Force (20 percent). About 45 percent of the respondents are active duty military personnel, 41 percent civilian employees and 11 percent are National Guardsmen or Army Reservists. About 68 percent of the editors work for active component organizations and 20 percent work for reserve component organizations. The respondents include mostly lower ranking enlisted personnel (E1-E6, 35 percent) and civilians in pay grades GS 9 and above (33 percent). About 12 percent of the editors are commissioned officers and 8 percent are senior NCOs. Six of the editors are warrant officers.

a. Findings

AFIS gets its highest ratings for providing copy that is the appropriate length for its audience (Q21), for getting its product to editors in time for them to use it (Q11 and Q12), for its artwork (Q23), and for its production tips (Q27). Editors are discriminating in their use of the copy and art work included in *Press and Art Pack*. About 61 percent indicate they use less than half of the artwork and 70 percent say that they use less than half of the copy included in each mailing. About 35 percent indicate they never use the halftone reproductions included in the package. However, about 49 percent of the editors want the amount of artwork increased. The areas which are most frequently used now by editors are promotional/seasonal art, fitness and health, and sports/recreational artwork.

Frequency of publication and size of target audience are more important than the education or pay grade of the respondents in determining how much art they use (Q14). Editors publishing daily make the least use of the art services, but editors publishing weekly and biweekly report the greatest amount of usage. Usage of P&AP art is more likely by editors serving small target audiences with the highest usage rates reported by editors serving audiences less than 2,000, from 2,000-5,000 and from 5,001-15,000. Our analysis of editors' use of P&AP copy (Q15) shows that only pay grade and publication frequency influence how much *Press and Art Pack* material the editors use. Enlisted

military and civilian editors report greater usage than commissioned editors. Editors of weekly, daily, and biweekly publications, respectively, make more frequent use of the P&AP editorial packages. The least amount of usage is reported by bimonthly and quarterly editors.

Editors are most pleased with the amount of material concerning active duty personnel and least happy with the coverage of Reserve and Guard affairs. About two in three editors want a change here and most of them want less material pertaining to Guard and Reserve affairs. Editors also want less information aimed at retirees, but more aimed at civilian employees. The standing features most liked by editors are "Between the Lines," "National Defense," and "On This Date," respectively. Several editors included comments regarding art and copy provided in Press and Art Pack and its distribution. Many expressed a need for particular types of art, such as emblems and insignia, and requested earlier distribution of seasonal material.

b. Recommendations

We recommend that the AFIS editors carefully examine the results of this study pertaining to the impact of frequency of publication and target audience size on utilization of *Press and Art Pack* services. These factors have been shown to influence levels of utilization among field editors and we believe there are interservice differences in these effects. For example, Army editors apparently publish less frequently than editors from other services and they tend to serve a much larger audience. Air Force editors publish more frequently than editors from the other services, and Navy editors are serving a significantly smaller target audience. AFIS should tailor art and copy materials to the needs of the individual services, based on audience size, frequency of publication, and the characteristics of the audiences served by the local military media.

4. Overall Recommendations

Based on the experience gained during the conduct of this study, we recommend that AFIS establish a procedure by which to communicate the results of this and other surveys to their editors in the various services. This system should be designed to help AFIS editors and distribution executives understand which of their market segments are most likely to realize enhancement in quality of life and performance by reading AFIS periodicals. AFIS also should consider establishing an ongoing audience feedback function to feed this system with the information it needs. This feedback function could

have two components; informal "tear out" questionnaires inserted in the periodicals every six months and formal surveys conducted every three years. Both of these media would be used to measure the effectiveness of audience initiated changes made in the periodicals. We further recommend that the formal survey should be repeated every three years, and that the basic content of the survey questionnaire must be constant from year to year to allow comparisons. However, specialized sections may be added as new questions present themselves for evaluation. In addition we recommend the design and development of an audience response data base housed within AFIS, but accessible to all interested DoD editors via a distributed network.

D. THE STRUCTURE OF THE REPORT

The remainder of this report is devoted to a detailed treatment of the three readership surveys carried out for AFIS in August 1989. Each survey is reported in an independent document so that AFIS may more easily distribute the results to those concerned. Chapter I reports on the *Defense Magazine* survey, Chapter II describes the *Billboard* poster survey, and Chapter III discusses the *Press and Art Pack* survey. Each survey report follows the same format which is standard for a scientific report. Each begins with a section explaining the background and purpose of the effort followed by a section describing the sampling procedures and questionnaire. The next section provides a discussion of the results and is followed by the conclusions and recommendations. Each chapter is illustrated with tables and figures which graphically present the quantitative results and statistical analyses performed on the data. Appendices presenting the questionnaire itself and the descriptive statistics for all information items are included for each survey. The report ends with a summary of the major recommendations derived both from the data and from the experience gained during administration of the survey effort.

I. THE *DEFENSE MAGAZINE* SURVEY

A. BACKGROUND AND PURPOSE

Defense magazine is a policy oriented publication of the American Forces Information Service (AFIS), edited and produced by its American Forces Press and Publication Service (AFPPS). The mission of AFIS is to communicate internal information about Department of Defense policies and programs to the military and civilian audience worldwide through print and broadcast media. *Defense* is one of the print media products produced by AFPPS. This bimonthly publication is targeted to senior military personnel and civilian employees of the Department of Defense. That target audience is defined as senior non-commissioned officers (E7 and above), warrant officers, field grade officers and above, and civilian employees in pay grades GS11 and above.

The magazine is distributed mainly through the individual service publications distribution systems, in which bulk shipments are made to selected points for redistribution throughout the world. During calendar year 1989, the standard press run for each regular bi-monthly issue was approximately 86,300 copies. The Army received approximately 42,300 copies; the Navy, 13,500; the Air Force, 11,200; the Marine Corps, 2,500; and the Coast Guard, 3,000. In addition, about 3,700 copies were distributed to intermediate and senior-level senior service colleges. Smaller shipments are made to Defense agencies.

AFIS has established 25 information objectives in support of Defense Department policy, and *Defense Magazine* is one means by which those objectives are implemented within the military and civilian audience. The goal of *Defense Magazine* is to encourage a positive attitude toward the following values: American/military heritage; citizenship/voting; civilian work force; conservation, energy and environment; current events and the military; DoD missions; DoD personnel policies; drug and alcohol abuse control; education and training; guard and reserves; health and medical care; military balance/threat; military benefits. In addition, *Defense* promotes: military family/quality of life; military law; operations and readiness; overseas service; personal affairs; research, development and acquisition; retention; safety; security/law enforcement; standards of conduct; fraud, waste and mismanagement; equal employment opportunity. The purpose of this study was to

determine whether the intended audience for *Defense Magazine* is receiving the publication, to determine what the audience likes and dislikes about the magazine, and to determine what they believe can be done to improve it. The questionnaire is included as Appendix I-A, and descriptive statistics associated with each information item are contained in Appendix I-B.

B. SURVEY PROCEDURES AND METHODS

At the request of AFPPS, the Defense Manpower Data Center examined the March 1989 manpower data base to identify the numbers of armed forces' personnel in the target audience (563,704 from Table I-19) and stratify them by service affiliation and location of assignment. The sample size requirements, questionnaires mailed, actual returns and response rates are shown in Table I-1. Our goal was to meet 5 percent sampling error requirements for each cell in the table so we could examine differences in audience response by service affiliation and pay grade. For example, we want estimates of readership for senior NCOs in the Army (E7-E9) to be accurate within plus or minus 5 percent or less. In order to do so we required a total of 3,748 returns and we received 4523 returns. However, 419 of those responding failed to answer either the question on pay grade or the one concerning service affiliation or both. This reduced the usable number of respondents (Table I-1) necessary for stratification purposes to 4,104. Therefore, we met the requirements for all but two of the cells in Table I-1. We fall short in meeting these requirements for civilians in pay grades GS/GM 11-12s and GS/GM 13-18 who work for the Army, Navy, and Marine Corps. Similarly, all other analyses are based on the full number of respondents who answered the question(s) under investigation.

The audience selected for the 1989 survey was based on the distribution of the 1986 audience who reported being familiar with *Defense Magazine*. Only those who indicated they "never" see the magazine were considered unfamiliar with it. The sampling errors for estimates of familiarity in the 1986 study ranged from a high of 4.9 percent (senior Marine NCOs, n = 399) to a low of 4.1 percent (GS12 and above in the Air Force, n = 578). A total of 6,587 completed questionnaires (50.7 percent response rate) were returned in the 1986 study. Estimates of familiarity for the 1989 study range from a high of 63.5 percent for GS/GM 13-18 in the Army to a low of 44 percent for GS/GM 11-12 working for the Air Force.

Table I-1. Sample Size Requirements Versus Actual Returns and Response Rates for *Defense Magazine* 1989 Survey*

	Army	Navy	Air Force	Marine Corps	Other DoD	Totals
E7-E9	290	266	275	150		981
	312	339	391	201		1243
	33.62%	39.79%	44.43%	41.79%		39.57%
	928	852	880	481		3141
W1-W4	158	46	0	27		231
	169	61	0	33		263
	33.40%	41.50%	0.00%	38.37%		35.59%
	506	147	NA	86		739
O4-O10	228	201	246	74		749
	326	273	283	97		979
	44.66%	42.46%	35.91%	40.93%		40.83%
	730	643	788	237		2398
GS/GM 11-12	296	291	256	35	206	1084
	229	158	227	19	315	948
	24.16%	16.95%	27.68%	16.96%	47.73%	27.30%
	948	932	820	112	660	3472
GS/GM 13-18	209	201	163	10	120	703
	202	128	180	5	156	671
	30.19%	19.91%	34.48%	15.63%	40.63%	29.82%
	669	643	522	32	384	2250
TOTALS	1181	1005	940	296	326	3748
	1238	959	1081	355	471	4104
	32.74%	29.81%	35.91%	37.45%	45.11%	34.20%
	3781	3217	3010	948	1044	12000

* The first row of the table shows the required sample sizes for sampling errors of 5 percent or less and the second row shows the number of returns from respondents with those attributes implied by the cells (e.g., Army field grade officers). The response rates based on the total questionnaires mailed to respondents with these attributes (fourth row) are shown in row three. So, for example, we mailed 669 questionnaires to senior civilian employees (GS-GM 13-18) of the Department of Army, received 202 of them back, seven short of our target, for a response rate of 30 percent.

At the request of AFPPS, the Defense Manpower Data Center generated a random probability sample corresponding to the subsample distribution requirements in Table I-1 and provided mailing labels to the Allen Division of CAE-Link Corporation. The questionnaire, with a return postage-paid envelope, and cover letter from the Commander, Armed Forces Press and Publication Service, was mailed on August 31 to 12,000 uniformed and civilian personnel. A reminder postcard was sent 10 days later.

C. DISCUSSION OF THE SURVEY RESULTS

The results of the *Defense Magazine* survey are summarized below and treated in detail in the sections which follow.

1. Overview

Overall, 89 percent of the respondents gave *Defense* favorable ratings, i.e., 21 percent say it is very useful and 68 percent say it is useful. Approximately three in four respondents say they pass along copies of *Defense* to others. Of those remaining, 4 percent keep it, 6 percent throw it out, and 4 percent pass it on to the library. *Defense* gets good marks on how well it packages content. For example, compared to other similar magazines, *Defense* is judged easy to read. Eight of 10 respondents say the magazine is easy to read; 12 percent say it is "very easy" to read while only 5 percent think the magazine is difficult to read. Respondents say the list of major topics presented on the cover of the magazine is "helpful" (66 percent) or "very helpful" (11 percent) in planning what they read. Three of four believe the number of charts and graphs in *Defense* should be left "the same" and only 10 percent would either increase or decrease this kind of art work. On the other hand, 36 percent of respondents want more pictures and photographs in the magazine, while 63 percent are content with the number of pictures and photographs currently carried in the magazine.

When asked about some general uses and gratifications associated with reading *Defense*, 96 percent of the respondents agreed that the magazine presents timely topics and 92 percent of them agreed that the magazine increases their knowledge of DoD policies and programs. Furthermore, 74 percent said *Defense* provides information and perspectives on DoD policies that are not otherwise available. Consequently, when asked to rate the usefulness of *Defense* as a source of information on specific issues such as threat, DoD manpower and personnel, defense missions, and research and development, about 80 percent respondents rate the magazine in the useful or very useful categories. About

58 percent of the respondents say the magazine is not useful for information on Guard and Reserve affairs, and 32 percent say the magazine is not useful for information on acquisition and procurement issues. Overall, 54 percent agree the magazine's content is particularly relevant to their duties.

Finally, when asked what they wanted to see more and less of in *Defense*, 39 percent wanted more emphasis on manpower and personnel issues, 36 percent wanted more on research and development, 33 percent wanted additional information on operations and readiness, and 31 percent wanted to know more about defense missions. They want less on the Guard and Reserves (32 percent say less emphasis) while 67 percent of the respondents are content now with the emphasis put on the Soviet threat.

2. Service Affiliation and Pay Grade Differences in Evaluation of *Defense*

The statistics describing the responses to each of these questions in measures of central tendency and dispersion are contained in Appendix I-B. We examined all responses to these questions while controlling for service affiliation and pay grade. The differences in evaluations of *Defense* are reported in this section for the purpose of helping AFIS identify audience segments that vary from the audience as a whole in their perception of the magazine. The remainder of this section discusses the issues of exposure to and distribution of *Defense Magazine* and audience responses to its content.

a. Exposure and Distribution

In terms of service affiliation, 35 percent of Air Force respondents and 31 percent of DoD agency respondents have never seen the magazine (see Table I-2). When we examine pay grade differences we find that field grade officers and senior civilian employees are much more likely than senior NCOs and warrant officers to see the magazine bimonthly as shown in Table I-3. On the other hand, more senior civilians say they have never seen the magazine (33 percent) than say they see it bimonthly (27 percent). Furthermore, 30 percent of the senior NCOs who responded have never seen the magazine.

Those who see the magazine more often are likely to receive it directly through the mail or the routing system. The field grade officers and senior civilian employees are primary target audiences for the magazine and proportionately more of them say they are getting it through the mail/routing system, as shown in Table I-4. The table indicates that the distribution system is certainly working for the field grade officers with more than three

Table I-2. Service Affiliation Differences in Exposure to *Defense*

Service	Exposure (Q7)				Total
	Never See	Almanac Issue Only or Rarely	Periodically	Bi-monthly	
Army	22.2% (222)	19.7% (197)	31.8% (318)	26.3% (262)	100% (999)
Navy	25.9% (205)	17.8% (141)	30.4% (241)	25.9% (206)	100% (793)
Air Force	35.0% (297)	21.1% (179)	27.5% (233)	16.4% (139)	100% (848)
Marines	24.5% (81)	21.4% (71)	30.8% (102)	23.3% (77)	100% (331)
DoD Agency	30.6% (60)	17.4% (34)	26.0% (51)	26.0% (51)	100% (196)
TOTAL	27.3% (865)	19.6% (622)	29.8% (945)	23.3% (735)	100% (3167)

Chi-Square = 61.97, df = 12, p < 0.01, C = 0.139

Table I-3. Pay Grade Differences in Exposure to *Defense*

Pay Grade	Exposure (Q7)				Total
	Never See	Almanac Issue Only or Rarely	Periodically	Bi-monthly	
E7-E9	30.1% (374)	19.4% (241)	32.5% (404)	18.0% (223)	100% (1242)
W1-W4	21.1% (56)	23.8% (63)	35.5% (94)	19.6% (52)	100% (265)
O4+	21.9% (222)	21.7% (220)	28.4% (288)	28.0% (284)	100% (1014)
GS/GM 13-15, SES	32.6% (222)	15.3% (104)	25.1% (171)	27.0% (185)	100% (682)
TOTAL	27.3% (865)	19.6% (622)	29.8% (945)	23.3% (735)	100% (3167)

Chi-Square = 78.77, df = 9, p < 0.01, C = 0.155

Table I-4. Pay Grade Differences in Distribution Methods of *Defense*

Pay Grade	Distribution (Q8)			Total
	Mail Routing System	Co-Worker	Library	
E7-E9	63.2% (504)	28.8% (230)	8.0% (64)	100% (798)
W1-W4	62.8% (118)	31.4% (59)	5.8% (11)	100% (188)
O4+	77.7% (579)	16.0% (119)	6.3% (47)	100% (745)
GS/GM 13-15, SES	71.5% (334)	19.3% (90)	9.2% (43)	100% (467)
TOTAL	69.8% (1535)	22.7% (498)	7.5% (165)	100% (2198)

Chi-Square = 54.21, df = 6, p < 0.01, C = 0.155

in four saying they get the magazine through the routing system. It also works for the civilian employees, at least among those who report seeing the magazine (67 percent). The beneficiaries of "passes along" are primarily the senior NCOs and warrant officers who are much more likely than others to say they get the magazine from a coworker.

Table I-5 shows there are differences across the services in extent of exposure within the various ranks. The chi-square statistic used in this and other tables is a non-parametric test of the significance of differences between two sets of frequencies. It is represented by the ratio of the observed frequency of a particular occurrence to the frequency expected by chance. "p" refers to the probability of this difference occurring by chance. A "p" of less than (<) 0.05 indicates that this difference occurs fewer than 5 times in 100 and is therefore significant by statistical convention. Most striking here is that Army NCOs are much more likely to be regular readers than are senior NCOs from the other services. Army senior civilian employees are also more likely to be regular readers than are

Table I-5. Pay Grade by Service Differences In Exposure to *Defense*

Service	Pay Grade	Proportion Saying See <i>Defense</i> (Q7)		Chi-Square	
		Never (%)	Bi-Monthly (%)	Value	p
Army (n = 999)	E7-E9	19.6	24.2	34.51 (df = 9)	< 0.001
	W1-W4	22.0	16.7		
	O4+	21.4	27.8		
	GS/GM13-15,SES	27.7	34.6		
	TOTALS	22.2	26.3		
Navy (n = 793)	E7-E9	29.6	18.8	37.41 (df = 9)	< 0.001
	W1-W4	14.8	27.8		
	O4+	19.2	36.1		
	GS/GM13-15,SES	35.7	22.2		
	TOTALS	25.9	26.0		
Air Force (n = 848)	E7-E9	39.4	10.3	30.73 (df = 6)	< 0.001
	O4+	29.0	19.0		
	GS/GM13-15,SES	35.2	25.1		
	TOTALS	35.0	16.4		

their counterparts in the Navy and Air Force. Table I-6 indicates that Army E7-E9s were as likely as field grade officers and senior civilian employees to have seen the latest issue of the magazine and much more likely than others to recall when they saw the last issue. The Navy senior NCOs were even more likely than the civilians to have seen the last issue of the magazine. Warrant officers were much less likely to have seen the magazine. In Table I-7 we show that Army warrant officers and field grade Air Force officers are less likely than others to pass the magazine on to others. Air Force officers are more likely than others to throw out the magazine.

Table I-6. Pay Grade by Service Differences in Recall of Most Recent Issue Seen (*Defense*)

Service	Pay Grade	Proportion Saying See <i>Defense</i> (Q9)		Chi-Square Value	p
		Don't Remember (%)	July-Aug 89* (%)		
Army (n = 781)	E7-E9	27.7	31.3	46.68 (df = 18)	< 0.001
	W1-W4	45.4	16.7		
	O4+	35.0	34.7		
	GS/GM13-15,SES	38.4	34.9		
	TOTALS	35.1	30.6		
Navy (n = 595)	E7-E9	36.0	25.9	34.43 (df = 18)	< 0.001
	W1-W4	39.2	17.6		
	O4+	42.8	28.3		
	GS/GM13-15,SES	42.2	19.3		
	TOTALS	39.7	25.2		

* The 1989 *Defense Magazine* survey questionnaire was mailed August 31, 1989. AFIS distributed the July-August issue on August 1. So the July-August issue is the most recent issue in circulation at the time of our survey.

Table I-7. Pay Grade by Service Differences in Disposition of Issues of *Defense*

Service	Pay Grade	Proportion Saying See <i>Defense</i> (Q10)		Chi-Square	
		Pass on or to Library (%)	Throw Out (%)	Value	p
Army (n = 720)	E7-E9	82.0	7.7	22.13 (df = 12)	< 0.036
	W1-W4	78.4	8.5		
	O4+	80.0	7.4		
	GS/GM13-15,SES	80.5	8.0		
	TOTALS	80.5	8.0		
Air Force (n = 496)	E7-E9	82.1	5.7	17.66 (df = 8)	< 0.024
	O4+	75.6	10.6		
	GS/GM13-15,SES	86.5	3.8		
	TOTALS	80.6	7.1		

b. Evaluations of Content and Content Preferences

Within the Army, the senior NCOs and the field grade officers are especially favorable in their evaluations of the magazine's coverage of issues related to the military balance between East and West, and the Soviet threat (Table I-8). Within the Army 71 percent of the senior civilians agree that *Defense* is particularly relevant to their duties, compared to 55 percent of the total Army sample, and 55 percent of the overall sample. These differences are reported in Table I-9. Within the Army, the senior NCOs and the field grade officers are again more inclined than the warrant officers and civilians to regard the coverage of Guard/Reserve affairs as useful (Table I-10).

There are other major differences in the evaluations by military and civilian members of the audience. For example, senior civilians in the Army are much more likely than other members of that service to rate content on acquisitions and procurement as very useful. In this group, 24 percent rate the content as "very useful" compared to 13 percent of all members of the Army audience sample (Table I-11). Senior NCOs in the Army and Air Force want more content on the military balance/Soviet threat than do other members of their respective service (Table I-12). More content on manpower and personnel issues is a

Table I-8. Pay Grade by Service Differences in Perceptions of Usefulness of Defense's Content on Military Balance and Soviet Threat

Service	Pay Grade	Proportion Saying See <i>Defense (Q16a)</i>		Chi-Square	
		Useful (%)	Very Useful (%)	Value	p
Army (n = 631)	E7-E9	56.7	27.5	24.43 (df = 9)	< 0.004
	W1-W4	74.2	14.8		
	O4+	65.3	21.5		
	GS/GM13-15,SES	62.5	14.7		
	TOTALS	63.5	21.0		

Table I-9. Pay Grade by Service Differences in Perceptions of Whether Defense's Content is Relevant to Duties

Service	Pay Grade	Proportion Saying See <i>Defense (Q15d)</i>		Chi-Square	
		Agree (%)	Strongly Agree (%)	Value	p
Army (n = 411)	E7-E9	47.0	3.8	24.93 (df = 9)	< 0.003
	W1-W4	42.6	7.0		
	O4+	50.0	4.6		
	GS/GM13-15,SES	63.3	7.2		
	TOTALS	50.1	5.3		

Table I-10. Pay Grade by Service Differences in Perceptions of Whether Defense's Content on Guard and Reserves is Useful

Service	Pay Grade	Proportion Saying See <i>Defense (Q16e)</i>		Chi-Square	
		Useful (%)	Very Useful (%)	Value	p
Army (n = 337)	E7-E9	46.6	3.8	26.10 (df = 9)	< 0.002
	W1-W4	37.8	3.1		
	O4+	48.1	3.3		
	GS/GM13-15,SES	28.7	2.2		
	TOTALS	42.3	3.2		

Table I-11. Pay Grade by Service Differences in Perceptions of Whether Defense's Content on Acquisitions and Procurement Is Useful

Service	Pay Grade	Proportion Saying See Defense (Q16g)		Chi-Square	
		Useful (%)	Very Useful (%)	Value	p
Army (n = 520)	E7-E9	54.2	13.4	34.64 (df = 9)	< 0.001
	W1-W4	59.8	9.4		
	O4+	55.6	9.5		
	GS/GM13-15,SES	58.0	23.9		
	TOTALS	56.3	13.4		

Table I-12. Pay Grade by Service Differences in Perceptions of Whether Defense's Content on Military Balance/Soviet Threat Should Be Expanded

Service	Pay Grade	Proportion Saying See Defense (Q17a)		Chi-Square	
		Less Content (%)	More Content (%)	Value	p
Army (n = 281)	E7-E9	2.9	44.5	31.03 (df = 6)	< 0.001
	W1-W4	4.7	37.2		
	O4+	5.0	25.2		
	GS/GM13-15,SES	8.0	22.6		
	Totals	4.9	33.0		
Air Force (n = 149)	E7-E9	5.8	30.9	14.60	< 0.006
	O4+	3.3	20.8		
	GS/GM13-15,SES	6.4	14.7		
	TOTALS	5.0	23.9		

top priority among senior NCOs and warrant officers in the Navy (Table I-13). On the other hand, field grade officers in the Air Force want more coverage of operations/readiness issues (Table I-14). Army warrant officers and senior civilians put a higher priority on research and development topics than do other Army audience members (Table I-15), and these two audience segments are also more interested than others in expanded coverage of guard and reserves. While we found no significant differences in the ratings of *Defense Magazine's* current coverage of Guard/Reserve affairs, we do find that senior NCOs and field grade officers are much less likely than are warrant officers and civilians to want the coverage decreased, and somewhat more likely to want the coverage increased (Table I-16). Not surprisingly, we found that the senior civilians across the services were most interested in issues relating to acquisition and procurement (Table I-17). Differences regarding other aspects of these questions are not reported since they were not significant.

Table I-13. Pay Grade by Service Differences in Perceptions of Whether *Defense's* Content on Manpower/Personnel Should Be Expanded

Service	Pay Grade	Proportion Saying See <i>Defense</i> (Q17b)		Chi-Square	
		Less Content (%)	More Content (%)	Value	p
Navy (n = 266)	E7-E9	6.1	44.1	19.98 (df = 6)	< 0.003
	W1-W4	8.0	56.0		
	O4+	10.7	28.6		
	GS/GM13-15,SES	11.1	36.3		
	TOTALS	8.7	38.4		

Table I-14. Pay Grade by Service Differences in Perceptions of Whether *Defense's* Content on Operations/Readiness Should Be Expanded

Service	Pay Grade	Proportion Saying See <i>Defense</i> (Q17c)		Chi-Square	
		Less Content (%)	More Content (%)	Value	p
Air Force (n = 170)	E7-E9	4.5	27.0	10.50 (df = 4)	< 0.033
	O4+	3.2	36.8		
	GS/GM13-15,SES	3.6	20.0		
	TOTALS	3.9	29.0		

Table I-15. Pay Grade by Service Differences in Perceptions of Whether Defense's Content on Research/Development Should Be Expanded

Service	Pay Grade	Proportion Saying See Defense (Q17d)		Chi-Square	
		Less Content (%)	More Content (%)	Value	p
Army (n=316)	E7-E9	9.0	35.6	38.19 (df = 6)	< 0.001
	W1-W4	3.9	44.5		
	O4+	14.2	22.5		
	GS/GM13-15,SES	2.2	43.4		
	TOTALS	8.5	34.3		

Table I-16. Pay Grade by Service Differences in Perceptions of Whether Defense's Content on Guard/Reserves Should Be Expanded

Service	Pay Grade	Proportion Saying See Defense (Q17e)		Chi-Square	
		Less Content (%)	More Content (%)	Value	p
Army (n = 279)	E7-E9	20.7	15.5	30.06 (df = 6)	< 0.001
	W1-W4	36.8	8.8		
	O4+	17.0	16.1		
	GS/GM13-15	35.6	8.9		
	TOTALS	25.0	13.3		

Table I-17. Pay Grade by Service Differences in Perceptions of Whether Defense's Content on Acquisitions/Procurement Should Be Expanded

Service	Pay Grade	Proportion Saying See Defense (Q17g)		Chi-Square Value	p
		Less Content (%)	More Content (%)		
Army (n = 315)	E7-E9	15.5	24.0	34.35 (df = 6)	< 0.001
	W1-W4	13.5	34.1		
	O4+	21.8	21.3		
	GS/GM13-15	3.6	40.1		
	TOTALS	15.0	27.9		
Navy (n = 213)	E7-E9	16.7	17.6	18.26 (df = 6)	< 0.006
	W1-W4	8.5	34.0		
	O4+	17.6	20.5		
	GS/GM13-15	10.3	37.2		
	TOTALS	15.4	22.8		
Air Force (n = 199)	E7-E9	15.3	20.3	21.30 (df = 4)	< 0.001
	O4+	15.8	21.2		
	GS/GM13-15	6.4	40.9		
	Totals	13.6	25.0		

3. Comparisons of 1989 and 1986 Audience Studies

The 1989 survey for *Defense* is comparable to the worldwide audience study conducted for AFIS in 1986 in terms of the sampling plan, the questionnaire, and the means, standard deviations, and sampling errors of estimate for pay grade and service affiliation as shown in Table I-18.

The 1986 survey includes responses from 6,587 members of the audience. Since *Defense Magazine* started a bimonthly publication cycle (versus monthly), more members of the 1989 audience reported seeing each issue (20 percent in 1989 compared to 14 percent in 1986). This may be misleading since when one combines the respondents who reported seeing *Defense* both monthly and bimonthly in 1986 (about 36 percent), that total would be greater than those who reported seeing the magazine bimonthly in 1989 (27 percent).

**Table I-18. Comparative Statistics *Defense Magazine*
1989 and 1986 Audience Surveys**

Question	Response	1989		1986	
		Cases	Percent- age	Cases	Percent- age
Q7: "...I see <i>Defense Magazine</i> ...	Bi-Monthly	901	20.1	903	14.0
	Never	1524	34.1	2812	44.0
Q8: "I usually receive <i>Defense Magazine</i> ..."	Mail/ Routing System	1890	62.6	2840	72.0
Q10: "My copy of <i>Defense Magazine</i> is..."	Kept	115	4.0	540	15.0
	Passed Along or Sent to Library	2239	77.1	3100	76.0
	Thrown Out	172	5.9	177	4.0
Q15: "I agree/disagree that <i>Defense Magazine</i> ..."					
a. Presents Timely Topics	Strongly Agree	454	16.0	703	20.0
		Mean: 3.12, SD: 0.45		Mean: 3.17, SD: 0.46	
b. Helps increase my knowledge of DoD policies/programs	Strongly Agree	716	25.0	1015	29.0
		Mean: 3.16, SD: 0.59		Mean: 3.23, SD: 0.54	
c. Gives information and perspectives on DoD policies not found elsewhere	Strongly Agree	364	12.8	572	16.0
		Mean: 2.87, SD: 0.64		Mean: 2.94, SD: 0.63	
d. Is particularly relevant to my duties	Strongly Agree	134	4.7	259	7.0
		Mean: 2.53, SD: 0.69		Mean: 2.68, SD: 0.66	

(continued)

Table I-18. (continued)

Question	Response	1989		1986	
		Cases	Percent- age	Cases	Percent- age
Q16: "I find <i>Defense Magazine</i>, as a source of information in each of the following areas, is...					
a.	Military balance/ Soviet threat	500	17.7	841	24.0
		Mean: 2.98, SD: 0.65		Mean: 3.10, SD: 0.63	
b.	DoD manpower and personnel issues	437	15.4	638	18.0
		Mean: 2.92, SD: 0.65		Mean: 2.99, SD: 0.63	
c.	Operations and readiness	319	11.3	483	14.0
		Mean: 2.87, SD: 0.62		Mean: 2.90, SD: 0.63	
d.	Research and development	500	17.7	647	18.0
		Mean: 2.93, SD: 0.68		Mean: 2.96, SD: 0.67	
e.	Guard/Reserves	103	3.7	151	4.0
		Mean: 2.31, SD: 0.76		Mean: 2.45, SD: 0.70	
f.	Defense missions	346	12.3	548	16.0
		Mean: 2.88, SD: 0.63		Mean: 2.95, SD: 0.63	
g.	Acquisition/ procurement	363	12.9	461	13.0
		Mean: 2.76, SD: 0.73		Mean: 2.78, SD: 0.72	
<hr/>					
Q18: "I believe that <i>Defense Magazine</i>, as a DoD policy publication, is...	Very Useful	620	21.4	949	26.0

On the positive side, fewer today say they never see the magazine (34 percent in 1989 versus 44 percent in 1986), and about the same proportion (76 percent) are passing the magazine along to others (see Fig. I-1). Not so encouraging is the fact that more readers today are throwing the magazine away when they finish and fewer are keeping it than in 1986 (about 6 percent throwing it away and 4 percent keeping it, versus 4 percent in 1986 who were throwing it away and 15 percent who were keeping the magazine).

Overall, *Defense Magazine* readers today are somewhat less pleased with the magazine than they were in 1986. The differences in the audience evaluations of the magazine between the two surveys are modest, but important. Now that the magazine publishes bimonthly, fewer readers are inclined to strongly agree that *Defense* presents timely topics (16 percent in 1989 versus 20 percent in 1986). Readers today are also somewhat less likely to strongly agree that the magazine helps increase knowledge of DoD policies and programs (25 percent in 1989 versus 29 percent in 1986), less likely to consider it a unique source of information (13 percent in 1989 versus 16 percent in 1986), and less likely to strongly agree that the magazine is particularly relevant to their duties (5 percent in 1989 versus 7 percent in 1986, as shown in Fig. I-2).

Readers today provide very similar evaluations of the content areas of *Defense* as they did in 1986. The magazine still gets its best marks as a source of information on the military balance and Soviet threat, though only 18 percent today, compared to 24 percent in 1986, consider its coverage of this area to be "very useful." Readers still rely on the magazine for information on manpower and personnel issues, for information on operations and readiness, and for commentary on missions assigned to the armed forces, but somewhat fewer of them rate *Defense* as a "very useful" source of this kind of information. There are no significant differences between the 1989 and 1986 ratings regarding the magazine's usefulness as a source of information on research and development, Guard and Reserve affairs or acquisitions and procurement (see Figs. I-3 and I-4), although most readers consider the content on Guard and Reserve affairs to be of little or no use (58 percent), and about one of three readers would actually like to see less content on Guard/Reserve affairs. The senior NCOs and field grade officers in the Army are much less likely to advocate eliminating articles on the Guard/Reserves and are somewhat more likely to ask for more articles on the reserve components. Increasing its coverage of manpower and personnel issues was the number one priority in 1986 and it remains the primary area of interest among readers in 1989. Readers also want more content on operations and readiness and on research and development, which were highly rated in 1986 as well.

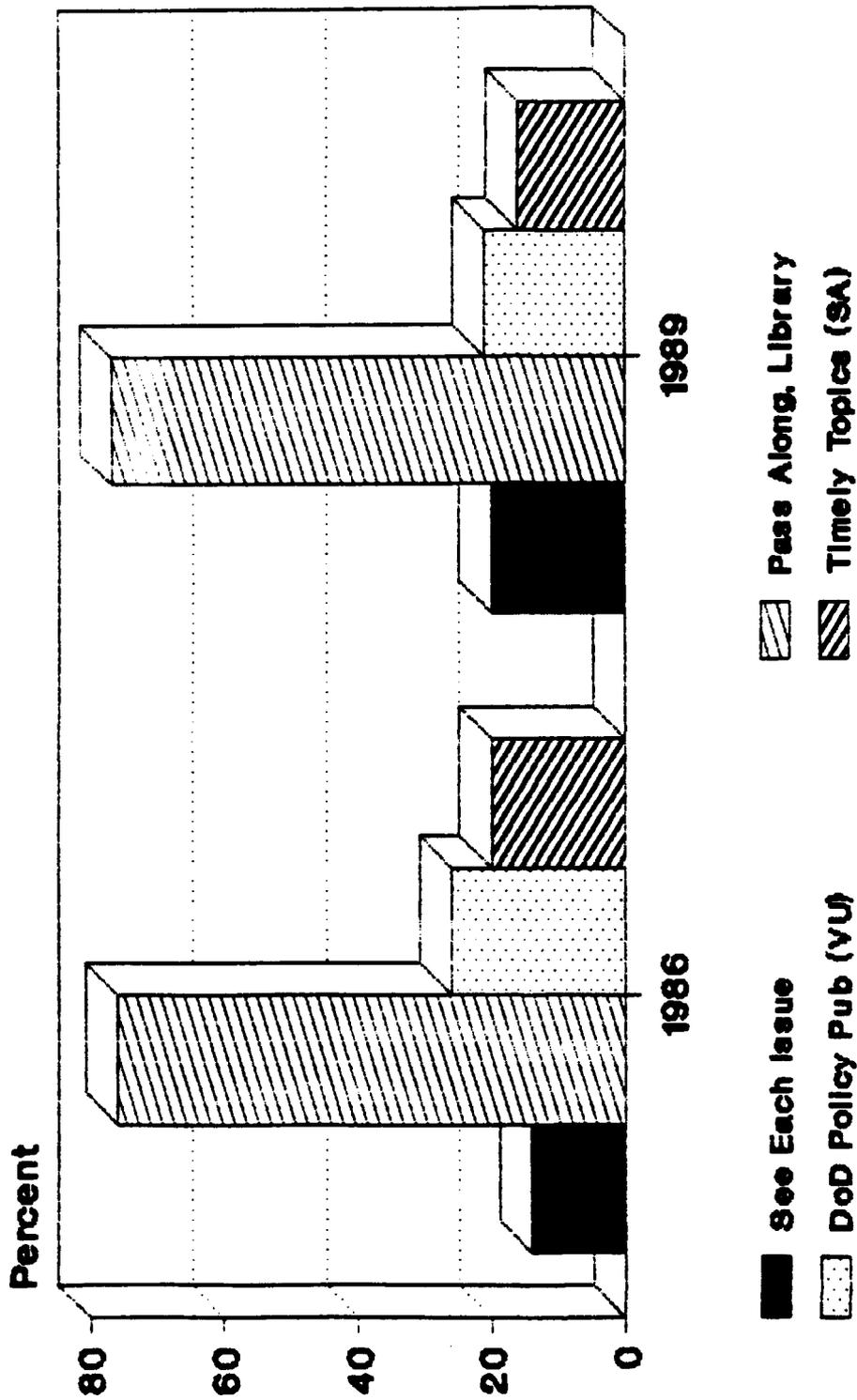


Figure I-1. Audience Evaluations of Defense Magazine--
1986 and 1989 Samples

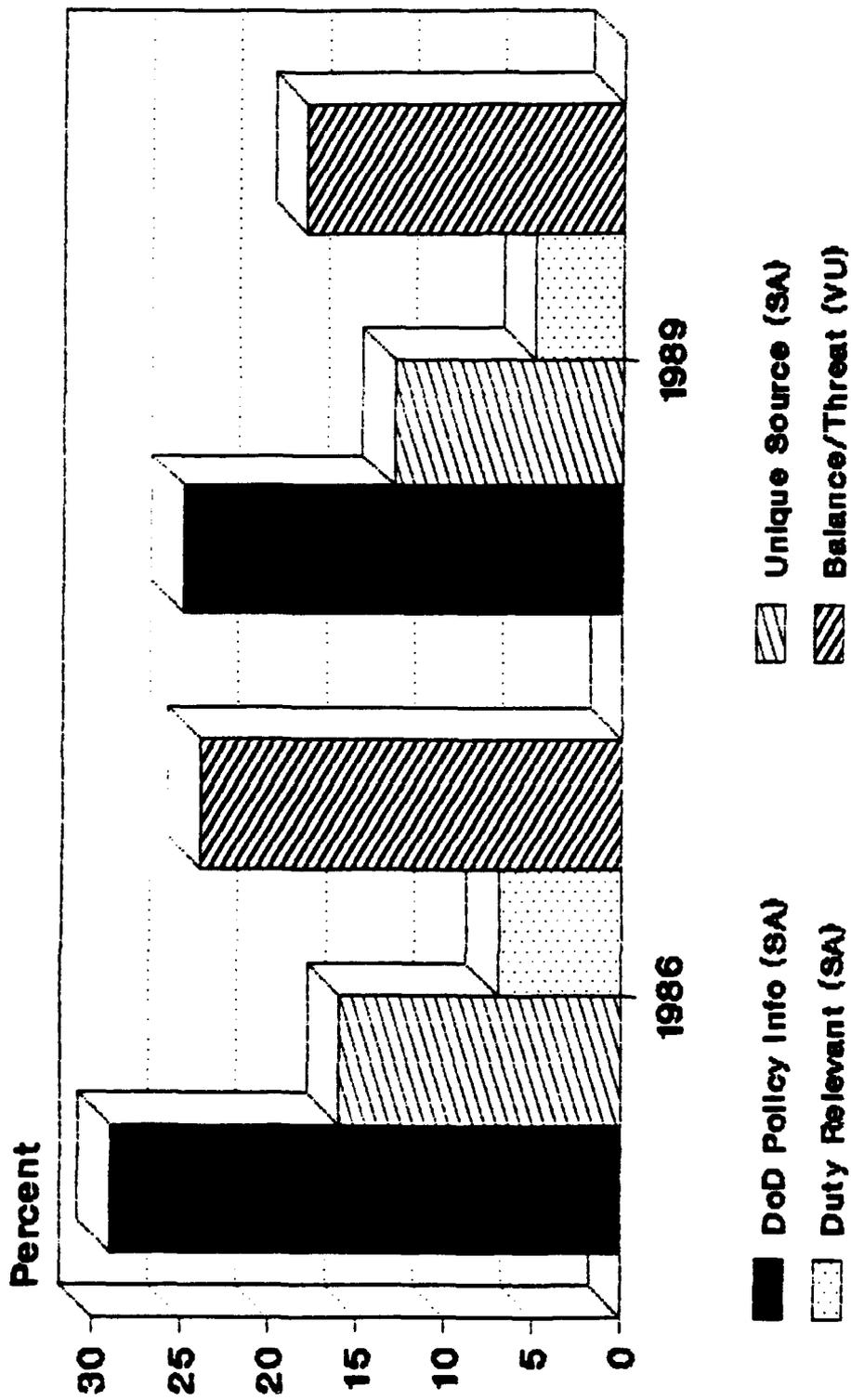


Figure I-2. Audience Evaluations of Defense Magazine--
1986 and 1989 Samples

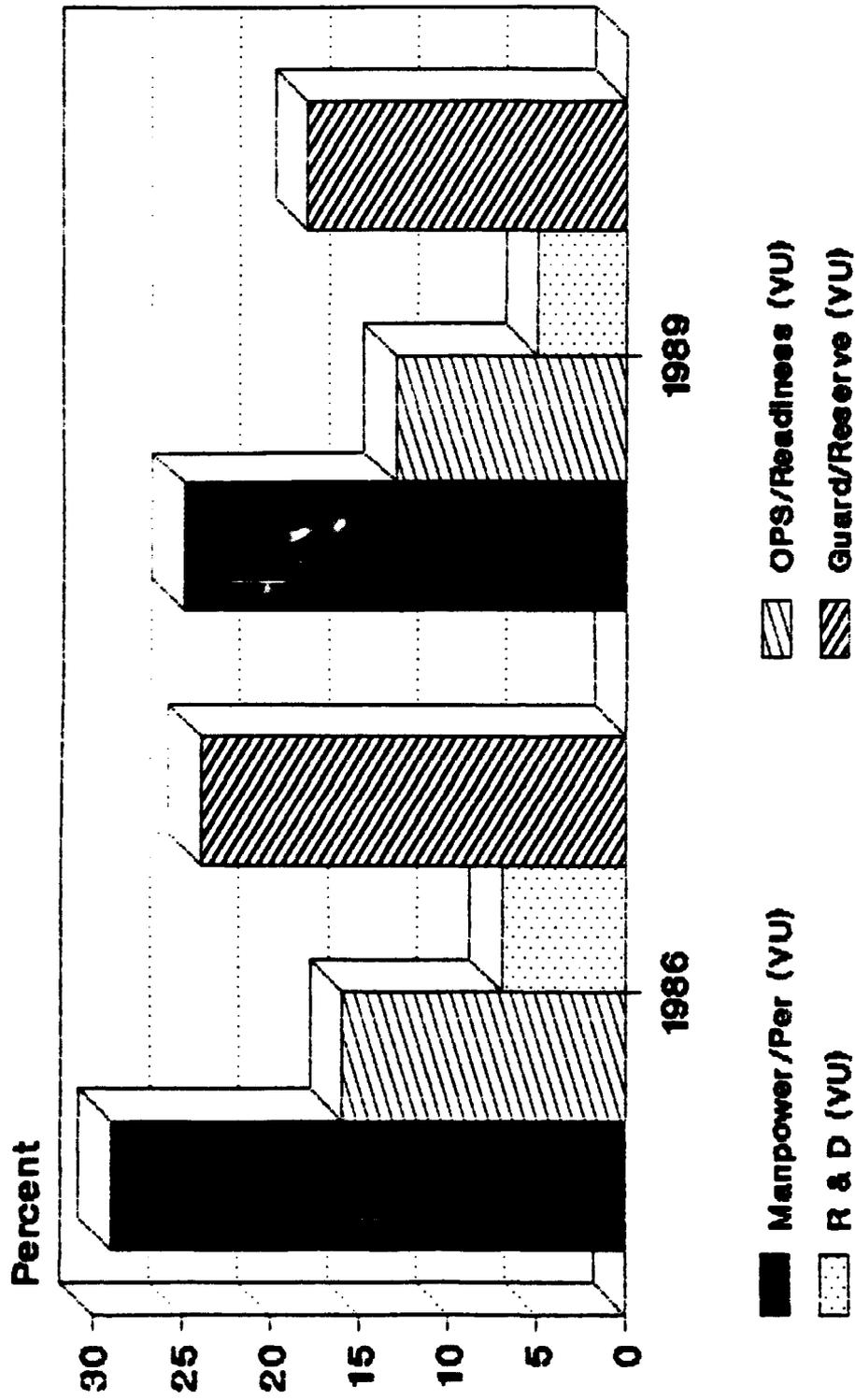


Figure I-3. Audience Evaluations of Defense Magazine--
1986 and 1989 Samples

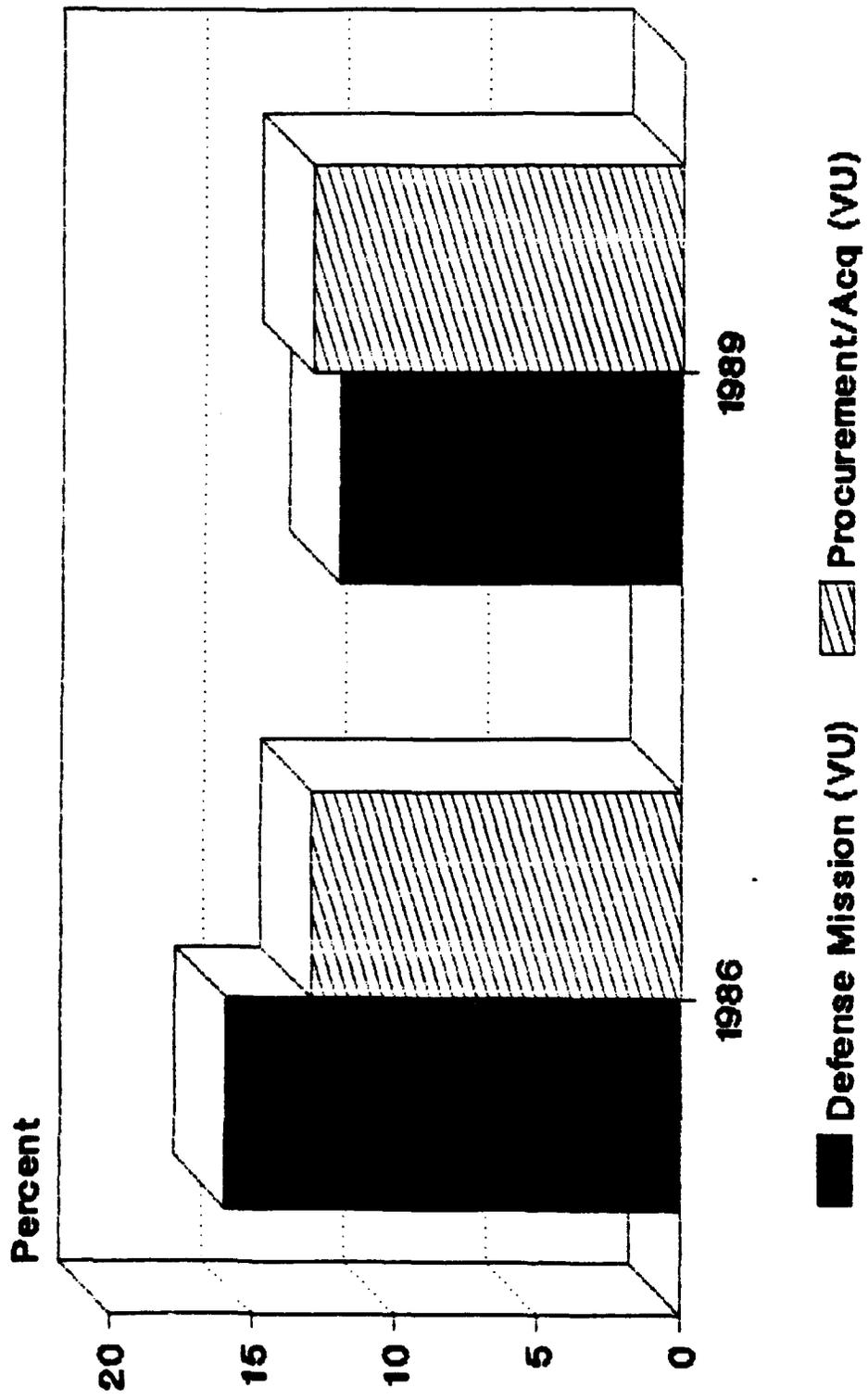


Figure I-4. Audience Evaluations of Defense Magazine--
1986 and 1989 Samples

It is important to note that many of the differences in levels of exposure to *Defense* across service and between 1986 and 1989 may be due to variance in the ratios of audience members to copies. To represent these differences in exposure or availability more clearly, we calculated the ratio of personnel in pay grade E-7 and above, including warrant officers and civilians, to the total number of copies allocated to each service. Overall we found that there are now 7.52 people for each copy in circulation, versus 5.58 people in 1986.

The Army and DoD agency audience, which receives more copies than the other services, is not reading the magazine at the expected levels based on availability. On the other hand, the Navy audience is reading above its level of expected frequency. For example, in the 1989 study, 26.3 percent of the Army audience reports seeing the magazine bimonthly, compared to 23.3 percent of the overall audience (see Table I-19). We would expect 41 percent of the audience to see each issue because the Army has the most favorable ratio of audience members to copies in circulation. In 1986, 43 percent of the Army audience reported seeing the magazine monthly or bimonthly (at least 6 times a year), but with a much more favorable ratio of members to copies, we estimated that 62 percent of the audience would have seen the magazine monthly or bimonthly. The Navy audience in 1989, on the other hand, with 11.70 members per copy, is a much more active readership. We expected 17.1 percent of the Navy audience to see the magazine bimonthly, based on their less favorable ratio of members to copies, but 29 percent of the Navy audience members report seeing the publication bimonthly. In 1986, 35.5 percent of the Navy audience reported seeing the magazine monthly or bimonthly, though we expected only 23 percent. Even though the Navy audience is the most active among the services today, it receives a disproportionately smaller allocation of copies than the other services. The ratios of members per copy calculated in 1989 and 1986 for each of the audience segments are: Army, 4.88, 3.29; DOD Agencies/Activities 6.33, 6.33; Marine Corps 8.75, 8.32; Navy 11.70, 8.82; and Air Force 12.79, 11.10 respectively. In Figs. I-5 and I-6 we show the generally positive relationship between favorable "members to copies" ratios and exposure levels.

The "audience" used to estimate exposure is commonly defined to include E7-E9s, warrant officers, commissioned officers O4-O10, and civilians in grades GS 11 and above. Actual levels of exposure here are based on the upper limits of the 95 percent confidence interval estimates from the 1989 and 1986 samples. Our 1989 estimates are that between 115,488 and 149,849 audience members are seeing the magazine each issue, indicating that

**Table I-19. Population Estimates of Exposure to *Defense Magazine*,
1989 and 1986**

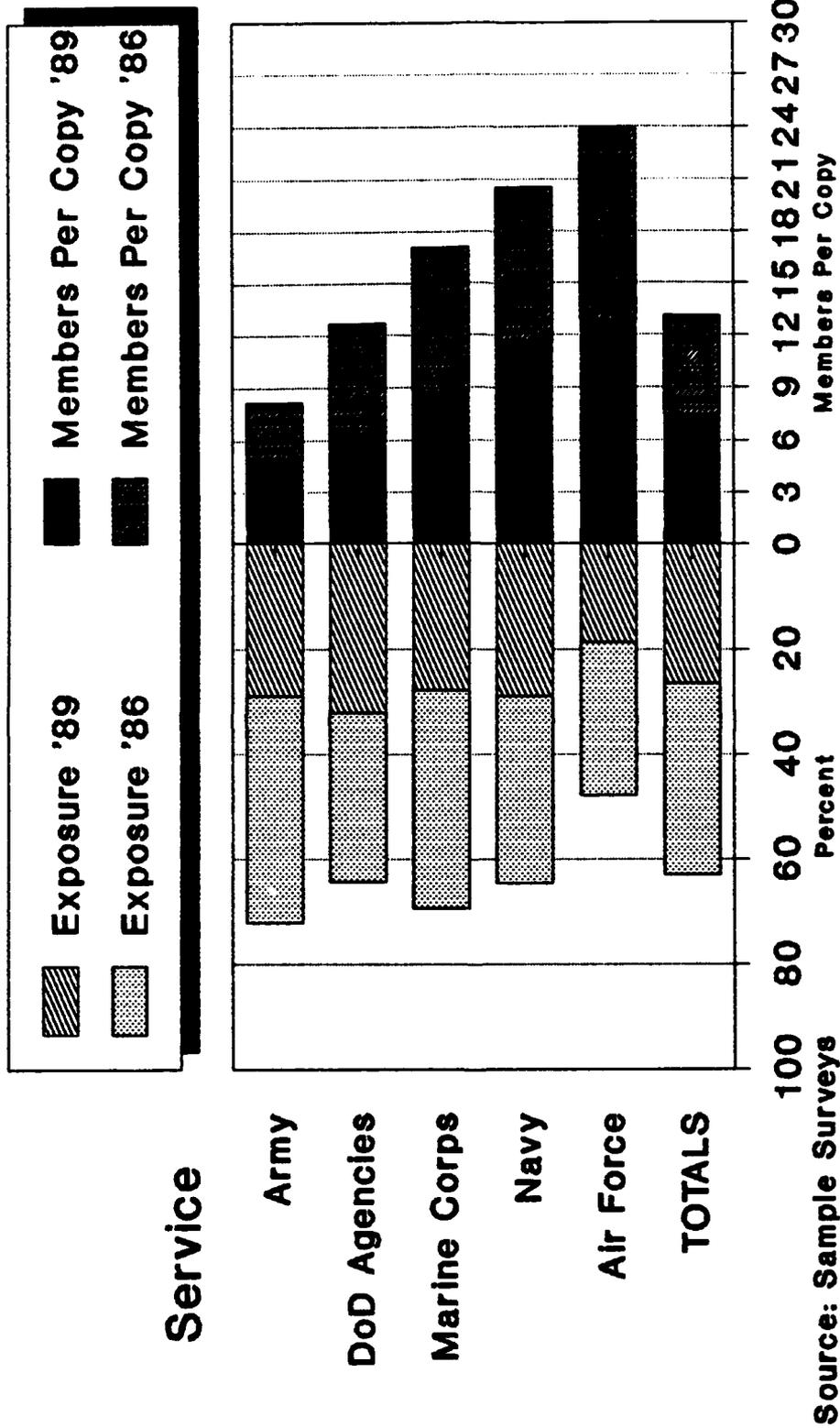
Defense Magazine Exposure 1989

	A	B	C	D	E	F	G
Army	23.5%	29.0%	206321	48485	59833	42300	4.88
DoD	19.9%	32.2%	34401	6846	11077	5432	6.33
Marines	18.7%	27.8%	21867	4089	6079	2500	8.75
Navy	22.9%	29.0%	157915	36163	45795	13500	11.70
Air Force	13.9%	18.9%	143200	19905	27065	11200	12.79
Totals	20.5%	26.6%	563704	115488	149849	74932	7.52

Defense Magazine Exposure 1986

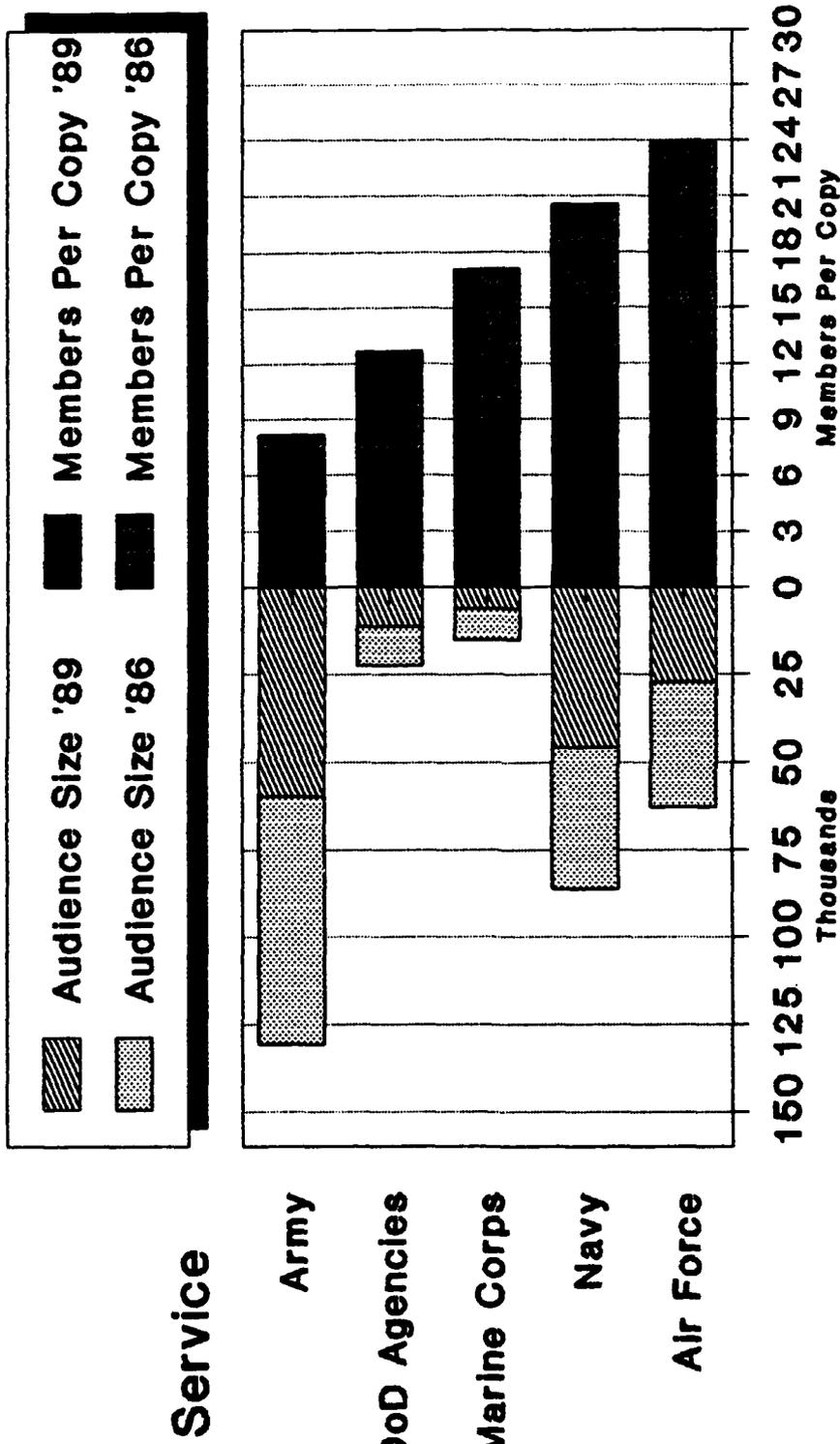
	A	B	C	D	E	F	G
Army	37.6%	43.1%	164700	61845	70903	50000	3.29
DoD	19.9%	32.2%	34401	6846	11077	5432	6.33
Marines	32.4%	41.5%	20810	6732	8628	2500	8.32
Navy	29.4%	35.5%	113737	33382	40320	12900	8.82
Air Force	23.9%	28.9%	124298	29658	35872	11200	11.10
Totals	30.2%	36.4%	457946	138462	166800	82032	5.58

* Columns A and B are the lower and upper limits of the 95% confidence intervals for estimates of the proportion of the total *Defense* audience seeing the journal bimonthly. Column C is the size of the audience for each service. Columns D and E apply proportions A and B to the size of the audiences (C) in each service. Column F is the number of copies of the magazine the service gets each month. Column G is a ratio of members (column C) to copies in circulation (column F).



Source: Sample Surveys

Figure I-5. Defense Magazine 1989 and 1986--
Bimonthly Exposure/Members Per Copy



Source: Sample Surveys

Figure I-6. Defense Magazine 1989 and 1986--
 Bimonthly Exposure/Members Per Copy

each copy is passed onto one other person (2.00 readers per copy). Our 1986 estimates were that between 138,462 and 166,800 audience members were seeing the magazine each month or bi-monthly, indicating a somewhat higher 2.03 readers for each copy in circulation. Other expected levels of exposure for various DoD audiences are reported in Table I-19.

4. *Defense* Comments Analysis

A total of 278 individuals provided written comments in response to survey Item 19. A breakdown of comments by service affiliation and pay grade is provided in Table I-20. Individuals affiliated with the Army provided the highest number of comments (n = 71, 27 percent), followed by the Air Force (n = 61, 23 percent), Navy (n = 56, 21 percent), and Marines (n = 23, 9 percent). Fifty-one (51, 19 percent) respondents indicated affiliation with some other DoD agency. The highest return rate among all pay grades was received for GS1-GS12 level civilians (n = 80, 30 percent).

The individual responses to question 19 are presented in Appendix I-C were they were organized into broad categories describing the general nature of the responses. The categories addressed areas regarding distribution, style of the magazine, content of articles, and overall opinions. Table I-21 provides the frequency of comments for each category.

The type of responses most frequently received concerned the distribution of *Defense* (n = 83), and its perceived effectiveness and value as an information source (n = 59). Several respondents indicated that they had never seen *Defense Magazine* (n = 56) or had not seen it for some time (n = 28).

The most frequent comments within the category of distribution referred to the poor distribution of *Defense* (n = 12), while others offered suggestions to increase the number of magazines sent to all levels and to circulate the publication through work areas. Comments regarding the style of presentation employed by the magazine noted that articles are often written above the comprehension level of staff or lower ranks who might find *Defense* a valuable source of information. Those commenting on the content of *Defense* expressed the desire to see more pictures, graphs, and photographs, and addressed a variety of other topics such as procurement, legislative issues, and comparisons between old and new DoD policy. Those providing general opinions about *Defense* expressed a variety of sentiments. While some found the articles one-sided, and felt the material was not applicable to their duties, others perceived *Defense* as a valuable reference source.

**Table I-20. Frequency of *Defense* Comments Received
by Pay Grade and Service Affiliation**

Pay Grade	Army	Navy	Air Force	Marines	DoD	Other	Total
E1-E6			1				1 0.4
E7-E9	18	15	20	14	2		69 26.0
W1-W4	12	2			1	1	16 6.0
01-03		1					1 0.4
04-06	10	15	13	8	4		50 18.9
GS1-GS12	20	13	12	1	33	1	80 30.2
GS/GM13- GS/GM15	9	8	11		7		35 13.2
Other	2	2	4		4	1	13 4.90
TOTAL	71 26.8	56 21.1	61 23.0	23 8.7	51 19.2	3 1.1	265 100.0

**Table I-21. *Defense* Comments, Frequency of Responses
Within General Categories**

Category	Frequency
Distribution	73
Opinion	55
Content	34
Style	22
Other	115

The overall nature of the comments on *Defense Magazine* indicate that distribution may be a problem area, since many members of the target audience are not receiving or seeing the magazine. Those who are exposed to *Defense* would like to see the writing style altered to widen the magazine's appeal to lower ranking personnel, and request that AFPPS increase the use of graphs, photographs, and pictures. The comments are generally helpful, offering AFPPS suggestions to increase the magazine's exposure, as well as ideas for future articles.

D. CONCLUSIONS AND RECOMMENDATIONS

Senior military and civilian members of the audience (e.g., field grade officers and GS 13-15) are more likely to see *Defense* on a consistent basis, and the senior civilian employees are more likely than other members of the audience to give *Defense* high usefulness ratings. Army and Marine Corps personnel are more likely to see *Defense* on a periodic basis. Members of the Air Force and those working for DoD agencies/activities are less likely to see it periodically. When we look at just the proportion of audience members from the various services who see each issue of the magazine bimonthly, we see that audience members from DoD agencies, the Army, and Navy are the most likely to see *Defense* bimonthly. Army personnel provide higher evaluations, and Navy personnel lower evaluations of *Defense* than do personnel affiliated with the other services. More members of the audience today compared to 1986 are seeing *Defense* and more are seeing it on a regular basis.

Defense is considered easy to read by enlisted, officer, and civilian members of the audience. The average rating is 3.07 on a scale ranging from 1 = very difficult to 4 = very easy. However, even though readers find the magazine easy to read, they do not find it quite as useful today as they reported in 1986. Our analysis shows three factors are strongly associated with positive evaluations of the magazine: (1) frequency of exposure to the magazine; (2) belief in the magazine as policy-oriented publication; and (3) pay grade. Audience members who see the magazine on a consistent basis give it high ratings. Readers who believe the magazine should be focusing on policy issues give it higher ratings as a source of timely, duty-relevant policy information (see Figs. I-1 and I-2). General officers, GS 13-15 employees, and field grade officers give the magazine more favorable evaluations. Although these results are interesting, it should be noted that the varying ratios of audience members to copies of *Defense* across the Services and from 1986 to 1989, reported earlier, may be the most influential determinant of effectiveness.

Consequently, the editors of *Defense* should define its audience more accurately and continue to make all efforts in their power to ensure that the magazine reaches its intended audience through the mail/routing system (63 percent get it through the mail/routing system). The effectiveness of the distribution systems used by the respective services has not been addressed in this report and should be the subject of further studies. In addition, the IDA study team recommends that AFIS balance the ratio of audience members to copies, either by increasing the print run and allocating more copies to the Marine Corps, Navy civilians, and Air Force. Another strategy would be to increase the number of copies and allocate them to the Navy civilians, where return rates were lower than expected. Examination of the written comments provided by several respondents indicated the need for a change in the distribution of *Defense*. Several respondents requested that their names be added to the *Defense* mailing list. The names and addresses of these respondents are included as Appendix I-D.

AFIS should communicate the results of this study to the services and help them understand which of their market segments are most likely to be gratified by reading *Defense*. AFIS also should consider establishing an ongoing audience feedback system to determine over time the effectiveness of changes it makes in response to this and future surveys.

II. THE *BILLBOARD* POSTER SURVEY

A. BACKGROUND AND PURPOSE

The Defense *Billboard* is the poster periodical of the American Forces Information Service (AFIS), designed and produced by its American Forces Press and Publication Service (AFPPS). The mission of AFIS is to communicate internal information about Department of Defense policies and programs to the military and civilian audience worldwide through print and broadcast media. The *Billboard* poster is the AFIS publication oriented toward a young enlisted man or woman's health, safety, and welfare. The monthly *Billboard* poster is targeted to first time enlisted military personnel and junior level civilian employees of the Department of Defense.

AFIS has established 25 information objectives in support of Defense Department policy, and *Billboard* is one means by which that information is communicated to the military and civilian audience. The goal of *Billboard* is to encourage a positive attitude among its audience members toward the following values: American/military heritage; citizenship/voting; civilian work force; conservation, energy and environment; current events and the military; DoD missions; DoD personnel policies; drug and alcohol abuse control; education and training; guard and reserves; health and medical care; military balance/threat; military benefits. In addition, *Billboard* promotes: military family/quality of life; military law; operations and readiness; overseas service; personal affairs; research, development, and acquisition; retention; safety; security/law enforcement; standards of conduct; fraud, waste, and mismanagement; equal employment opportunity.

The purpose of this survey was to determine whether the intended audience for *Billboard* recalled seeing the posters, whether the posters are considered effective in delivering their message, and what topics, if any, the audience believed should be featured in *Billboard* posters to come. Respondents were provided with a questionnaire and a full color foldout "broadsheet" that presented billfold-size facsimiles of the 12 posters distributed during the past year. The respondents were asked if they recalled seeing the posters and were then asked to evaluate the effectiveness of each. Fixed-response alternatives included "Very effectively," "effectively," "ineffectively," "very ineffectively,"

or "I do not recall seeing the poster." The questionnaire is included as Appendix II-A, and Appendix II-B shows responses to each question together with a descriptive statistical summary.

B. SAMPLING PROCEDURES AND METHODS

At the request of AFPPS, the Defense Manpower Data Center examined the March 1989 manpower data to identify the numbers of armed forces personnel in the target audience and to stratify them by service affiliation and pay grade. We chose to sample uniform personnel only, because the posters are displayed primarily in areas where military personnel work, sleep, eat, or relax. The sample size requirements, actual numbers of returns and response rates are shown in Table II-1.

Sample size requirements were based on a sampling error goal of 5 percent or less (95 percent confidence) within each cell. Therefore, our sampling plan required 4,321 respondents, and we received 4525 total returns for a 37 percent return rate. However, 96 of those responding failed to answer either the question on pay grade or the one concerning service affiliation or both. This reduced the usable number of respondents necessary for stratification purposes to 4,429 (Table II-1). Therefore, we fall short in meeting these requirements for only three cells representing senior civilians who work for the Army, Navy, and Marine Corps.

Estimates of the extent to which these audience subsamples are familiar with *Billboard* were based on the 1986 worldwide audience survey and other studies for *Army Reserve Magazine* and *Stars and Stripes*. Our estimates of familiarity for the 1989 *Billboard* study range from a high of 57 percent for Army senior NCOs and officers to a low of 40 percent for E3-E6s in the Army, Navy, and Air Force.

To access this audience, the Defense Manpower Data Center generated a random probability sample corresponding to the sample distribution requirements in Table II-1 and provided mailing labels to the Allen Division of CAE-Link Corporation. The questionnaire and facsimiles of the 12 posters, with return postage-paid envelope, and cover letter from the Commander, Armed Forces Press and Publication Service, were mailed between August 25 and September 8 to 12,000 uniformed personnel. A reminder postcard was sent 10 days later.

**Table II-1. Sample Size Requirements Versus Actual Returns
and Response Rates for *Billboard* 1989 Study***

	Army	Navy	Air Force	Marine Corps	Totals
E3-E6	354	350	350	320	1374
	215	335	411	236	1197
	18.49%	29.03%	35.62%	21.87%	26.31%
	1163	1154	1154	1079	4550
E7-E9	290	266	275	150	981
	356	397	423	265	1441
	40.92%	48.36%	52.42%	43.80%	46.44%
	870	821	807	605	3103
W1-W4	158	46	0	27	231
	125	51	0	22	198
	39.56%	55.43%	0	40.74%	42.86%
	316	92	NA	54	462
O1-O3	281	261	295	149	986
	269	233	313	135	950
	38.26%	35.68%	42.41%	36.19%	38.51%
	703	653	738	373	2467
O4-O10	228	201	246	74	749
	186	195	195	67	643
	44.82%	53.42%	41.14%	40.85%	45.35%
	415	365	474	164	1418
TOTALS	1311	1124	1166	720	4321
	1151	1211	1342	725	4429
	33.20%	39.25%	42.29%	31.87%	36.91%
	3467	3085	3173	2275	12000

* Return rates for the category of E3-E6 are not precisely correct because these numbers reflect returns from E1-E4s, one of the grade categories on the questionnaire. The sampling plan called only for E3-E6s. The sample size requirements for sampling errors equal to or less than 5 percent are reflected in the first row of the table. The actual number of returns from each grade and service category is reflected in the second row. The third row shows the response rates based on the number of questionnaires mailed to respondents (shown in row four) with the attributes implied by the cell. Example: the column marginals overall indicate we required a total of 4,321 returns. We received 4,429, or 37 percent of the number mailed (12,000).

The return rates for the survey ranged from a high of 42 percent by the Air Force to a low of 33 percent by the Army. Return rates by pay grade ranged from a high of 46 percent by senior NCOs to a low of 26 percent by junior enlisted personnel. As a result, our sample somewhat under-represents junior NCOs in each of the services except the Air Force, warrant officers in the Army and Marine Corps, company grade officers in each of the services except the Air Force, and field grade officers in each of the services. We also received fewer responses than expected from the Army as a whole. Due to this under-representation, estimates of recall and effectiveness based on these particular pay grade and service subsamples may have sampling errors as high as 9 percent. Therefore, inferences drawn from these subsamples must be viewed with caution since the probability that these conclusions may be due to chance is almost twice as great as scientific convention requires (i.e., 5 percent). However, estimates of recall and effectiveness for the entire audience are accurate within a sampling error of 1.5 percent and therefore accurately represent the population from which they were drawn. All other analyses are based on the full number of respondents who answered the question(s) under investigation.

C. DISCUSSION OF THE RESULTS

The results of the *Billboard* survey are summarized below and treated in detail in the sections which follow.

1. Overview

Respondents were asked in Q8 to indicate whether or not they recalled seeing each poster. In Q10 they were asked to rate the effectiveness of each poster whether or not they recalled seeing it. Q10 also asked if they recalled seeing the poster in order to measure consistency of recall. Almost 60 percent of the audience reports some recall of at least one of the 12 *Billboard* posters distributed during the past year. In order to clearly present recall data, we chose to calculate the following ratios. We first assigned each respondent a value between 1 and 12 indicating how many of the posters he or she recalled seeing. We then tabulated the total number of respondents seeing 1, 2, 3, 4...n posters, and established a distribution of recall scores for the entire sample of respondents. We found that half the audience members saw 4 or more posters, half saw fewer than 4 posters, and about one-third of the audience recalled seeing 11 of the 12 posters. No one in our sample recalled seeing all 12 posters.

We then considered the effectiveness ratings of just those who recalled seeing the posters (Q10). These average ratings are presented in brackets below. The posters are presented from most to least recall which is determined by averaging the proportion of respondents indicating "recall" to questions 8 and 10. The number of positive responses to Question 8 ranges from a high of 4,444 to the "Esprit" poster to a low of 4,406 to the "AIDS" poster. The number of respondents to Question 10 who say they recall the poster and who rate the poster's effectiveness ranges from a high of 2,516 for the "Child Abuse" poster to a low of 1,727 for the "Credit Card Debt" poster. The effectiveness scale ranges from 1 = No Recall to 5 = Very Effective.

Poster Number	Recall Proportion	Effectiveness (1 = No Recall...5 = Very Eff)		
		n	Mean	
4.	Child Abuse ["Sometimes the Hurt Is More Than Skin Deep"]	45.5%	2516	2.98 [4.39]
1.	Esprit ["Pride: Show It Everywhere"]	38.0%	2282	2.74 [4.31]
10.	Don't Drink ["One Way or Another You'll End Up With a Designated Driver"]	35.5%	2163	2.76 [4.48]
7.	Physical Fitness ["Warning! Exercise Can Cause Visible Side Effects"]	34.5%	2125	2.43 [3.87]
3.	Motor Cycle Safety ["Do You Have to Get Hit Over the Head to Realize..."]	33.0%	2101	2.60 [4.27]
2.	OP SEC ["Little Scraps Can Add Up to a Whale of a Lot"]	31.5%	2049	2.32 [3.75]
11.	Eat from Real Food ["Hey! I Eat From the Four Basic Food Groups Daily..."]	29.0%	1921	2.21 [3.70]
5.	Smoking Avoidance ["They Used to Call Him Smokey"]	28.5%	1911	2.19 [3.67]

8.	AIDS ["Will the Fear of AIDS Make You Eat Alone?"]	27.5%	1879	2.29 [3.93]
9.	Blood Cholesterol ["Stake Your Life on the Count"]	26.0%	1830	2.16 [3.71]
12.	Black History Month ["Look Where You've Been To See Where You're Going"]	23.3%	1733	2.21 [3.98]
6.	Credit Card Debt ["Did You Ever Wonder How a Fly Could be so Blind?"]	23.0%	1727	2.06 [3.62]

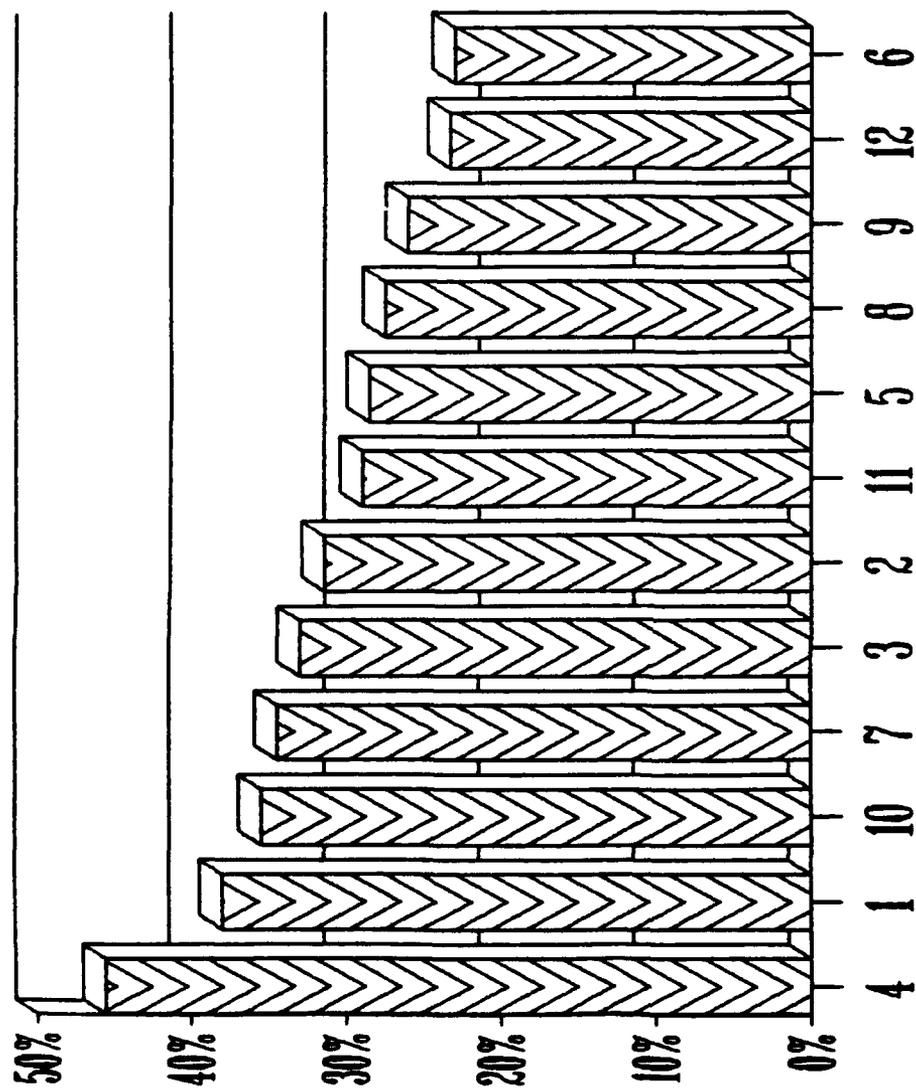
A comparison of Figs. II-1 and II-2 indicates that recall and effectiveness are unrelated or inversely related.

2. Service Affiliation and Pay Grade Differences in Evaluations of the Posters

The more experienced and higher ranking personnel are more critical than the less experienced and lower ranking personnel (i.e., they are more inclined to rate the posters as ineffective). These findings should not be troubling if the principal target audience for these posters is the young, first-term enlistee!

About three in four who report seeing the posters say they see them in the work area. E5-E6s are somewhat more likely than others to see the posters in their barracks and in the library, but they are most likely see them in the work area (see Table II-2). Air Force (58 percent) and Army (51 percent) personnel are the most likely to say they have "never seen" the posters. Only 14 percent of the Navy and 33 percent of the Marine Corps personnel say they have "never seen" the posters. While respondents as a group say they mostly see the posters in the work area, Army personnel are more likely than others to see the posters in the barracks, Navy personnel in the dining area, and Air Force personnel in the library (see Table II-3).

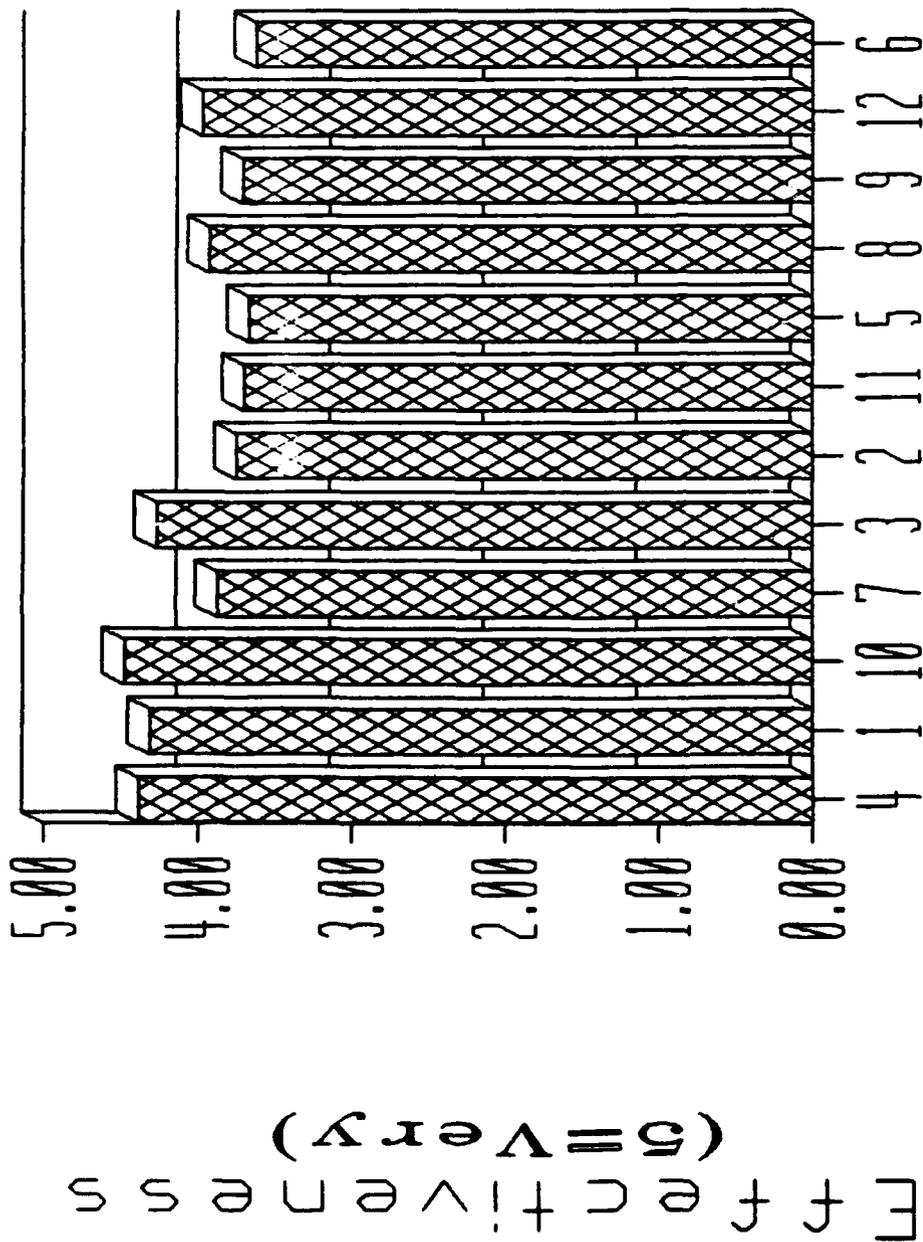
We then looked for differences in effectiveness ratings as a function of service affiliation and pay grade. Non-prior service personnel (E1-E4s) were more likely than others to rate Posters 1, 3, 6, 8, and 10 as more effective while E5-E6s rated Posters 3, 5, and 10 as more effective. Commissioned officers, more than others, gave the posters relatively low ratings. Company grade officers were more likely than others to give lower



Poster Number

Figure II-1. Billboard Posters 1989--Recall (n = 4444)

— 0 U 0 0 0



Poster Themes

Figure II-2. Billboard Posters 1989--Effectiveness (n = 4444)

Table II-2. Pay Grade Differences in Where *Billboard* Posters Are Seen

Location	E1-E4 (%)	E5-E6 (%)	E7-E9 (%)	W1-W4 (%)	O1-O3 (%)	O4+ (%)	Totals
Work Area	39.6%	42.2	43.4	48.1	46.2	38.7	43.0% (1657)
Barracks	1.8	3.0	1.4	2.8	0.5	0.1	1.4% (55)
Dining Area	3.3	2.0	1.1	*	0.9	1.0	1.4% (54)
Library	4.1	4.7	2.5	2.0	2.5	3.1	3.1% (118)
Service Club	1.3	1.7	2.2	2.0	2.0	1.4	1.8% (68)
Elsewhere	10.0	10.6	8.0	7.8	8.7	6.0	8.4% (325)
Never Seen	39.9	35.8	41.4	37.3	39.2	49.7	40.9% (1578)
Totals	100% (389)	100% (592)	100% (1257)	100% (179)	100% (852)	100% (586)	100% (3855)

Table II-3. Service Affiliation Differences in Where *Billboard* Posters Are Seen

Location	Army (%)	Navy (%)	Air Force (%)	Marines (%)	Total
Work Area	32.5	69.8	26.5	49.8	43.0% (1667)
Barracks	3.2	1.3	0.5	0.5	1.4% (55)
Dining Area	1.1	3.0	0.3	1.5	1.4% (54)
Library	2.5	2.4	3.8	3.6	3.1% (119)
Service Club	1.7	1.8	1.7	2.0	1.8% (69)
Elsewhere	8.3	7.4	8.7	9.4	8.4% (325)
Never Seen	50.7	14.3	58.4	3.3	40.9% (1587)
Totals	100% (1034)	100% (1007)	100% (1228)	100% (607)	100% (3876)

ratings to Posters 2, 6, and 9. Field grade officers, more than others, were more likely to give lower ratings to Posters 1, 2, 3, 5, 6, 8 and 10. These findings are illustrated in Tables II-4 and II-5. The t test used in Table II-4 and other tables compares the means of two samples by calculating Student's t statistic and comparing it to a distribution of t scores. The t tests the significance of differences between means and presents its results in terms of the probability (p) of such a difference occurring by chance. Statistical convention states that a t value with p less than (<) 0.05 is considered significant. In other words, such a difference could happen by chance less than 5 times in 100.

Respondents were asked whether they recalled seeing each of the 12 posters at Question 8 and again at Question 10. Only 30 percent of respondents who indicated in Question 8 that they recalled seeing the poster also responded positively in Question 10 (see Table II-6). These particular respondents consistently rate the posters as more effective.

Table II-4. t Values for Pay Grade Differences in Billboard Poster Effectiveness Ratings (Mean Ratings: 1 = Never; 5 = Very Effective; Q10 Unadjusted)**

Poster	E1-E4	E5-E6	E7-E9	W1-W4	O1-O3	O4+	Totals	Rank
1	<u>2.92*</u>	2.84	2.79	2.78	-2.63	<u>-2.52*</u>	2.74	3
2	2.40	2.41	2.36	2.32	<u>-2.21*</u>	<u>-2.20*</u>	2.32	6
3	<u>2.78*</u>	<u>2.79*</u>	-2.58	-2.41	-2.54	<u>-2.42*</u>	2.60	4
4	3.00	3.05	3.03	-2.89	-2.89	-2.92	2.98	1
5	2.26	<u>2.33*</u>	2.21	-2.16	-2.11	<u>-2.06*</u>	2.19	10
6	<u>2.24*</u>	2.16	2.06	-2.04	<u>-1.98*</u>	<u>-1.94*</u>	2.06	12
7	-2.36	-2.40	2.43	-2.40	2.43	2.51	2.43	5
8	<u>2.55*</u>	2.36	-2.26	-2.24	-2.25	<u>-2.15*</u>	2.29	7
9	2.27	2.23	2.18	-2.08	<u>-2.05*</u>	-2.13	2.16	11
10	<u>2.99*</u>	<u>2.96*</u>	-2.74	-2.58	-2.70	<u>-2.54*</u>	2.76	2
11	2.31	2.30	-2.19	-2.11	2.21	-2.12	2.21	8.5
12	2.32	2.32	2.22	-2.06	-2.14	-2.12	2.21	8.5

** Table values are the t-values for differences between average ratings based on responses to question 10, unadjusted for whether respondents indicated recall for question 8. Those t-values on the row which are underlined (*) indicate means significantly different from the overall mean in the total column for that row (t-test of difference between sample and population mean, $p < = 0.05$). Example: E1-E4s rated poster 1 significantly higher than did other military personnel, and the field grade officers rated poster 1 significantly lower than did other personnel.

Some respondents did not recall a poster on Q8, but after reviewing the broadsheet containing the posters that was sent with the survey, they responded positively (Q10). These respondents were much less likely to rate the poster as effective in communicating its message. Among respondents with highly stable levels of recall (those answering positively to Q8 and Q10), the most effective posters were; 10, 4, 3, 1 and 12, respectively (see Table II-6).

**Table II-5. Pay Grade Differences in Billboard Poster Effectiveness Ratings
(Mean Ratings: 1 = Never; 5 = Very Effective; Q10 Adjusted)*
Sorted From Highest to Lowest Overall Rating**

Poster	Totals	E1-E6	E7-E9	Warrant Officers	Commissioned Officers
10	4.64 (239)	4.71	4.59	4.69	4.65
4	4.53 (364)	4.59	4.54	4.35	4.49
3	4.44 (205)	4.40	4.44	4.13	4.53
1	4.41 (279)	4.38	4.43	4.44	4.39
12	4.32 (86)	4.30	4.46	4.25	4.00
8	4.18 (143)	4.29	4.12	4.36	4.12
7	4.10 (237)	4.14	4.13	4.07	4.03
11	4.08 (160)	4.42	3.98	4.27	3.93
9	4.04 (121)	4.19	4.14	4.00	3.73
2	4.01 (204)	4.10	4.44	4.13	4.53
5	3.92 (169)	4.08	4.00	3.83	3.72
6	3.92 (97)	3.81	3.98	3.40	4.00

* Facsimiles of all posters were included with the questionnaire. This permitted respondents to rate the effectiveness in Q10 without recalling the poster in Q8. Table values are the average ratings from respondents indicating recall to question 10 who also said in question 8 they recalled seeing the respective poster. Regardless of pay grade, respondents who reported recall for both questions 8 and 10 in the survey gave significantly higher effectiveness ratings than respondents who indicated recall for question 10 but no recall for question 8.

**Table II-6. Differences in *Billboard* Poster Recall Among Respondents
Indicating "Recall" for Both Question Probes (Q8 and Q10)
by Pay Grade and Service Affiliation**

Poster Number	Service	Pay Grades				Warrant Officers		Commissioned Officers		Service Average Recall	Total Cases
		E1-E6		E7-E9		%	n	%	n		
		%	n	%	n	%	n	%	n		
1	Army	23.1	9	23.6	30	19.5	8	20.5	17	22.2	64
	Navy	38.8	26	45.9	50	42.9	6	44.6	37	43.8	119
	Air Force	26.6	21	19.1	26	0	0	17	17	21.0	64
	Marines	27.6	8	22.4	13	42.9	3	17.1	6	24.8	30
2	Army	10.3	4	13.3	17	14.6	6	9.8	8	12.4	35
	Navy	41.8	28	42.2	46	46.7	7	49.4	41	44.8	122
	Air Force	6.3	5	3.8	5	0	0	5	5	5.0	15
	Marines	37.9	111	18.6	11	28.6	2	22.9	8	35.2	132
3	Army	22.5	9	10.9	14	4.9	2	7.4	6	13.2	31
	Navy	44.8	30	34.9	37	42.9	14	36.1	30	38.9	111
	Air Force	16.5	13	14	19	0	0	13	13	14.4	45
	Marines	44.5	13	13.8	8	0	0	11.4	4	29.4	25
4	Army	28.9	11	29.7	38	22.5	9	30.9	25	29.2	83
	Navy	41.8	28	53.3	57	78.6	11	45.8	38	50.8	134
	Air Force	29.1	23	31.9	43	0	0	27	27	29.8	93
	Marines	63.3	19	35	21	42.9	26	25.7	9	43.8	75
5	Army	7.7	3	9.4	12	11.9	5	13.3	11	11.0	31
	Navy	31.3	21	29	31	46.2	6	33.7	28	32.3	86
	Air Force	9.1	7	8.9	12	0	0	8.1	8	8.7	27
	Marines	20.7	6	16.9	10	14.3	1	20	7	18.6	24
6	Army	5.1	2	7	9	0	0	4.9	4	6.2	15
	Navy	14.9	10	18.5	20	35.7	5	13.3	11	18.3	46
	Air Force	3.8	3	9.6	13	0	0	4	4	7.6	20
	Marines	20.7	6	11.9	7	0	0	8.6	3	14.6	16

(continued)

Table II-6 (continued)

Poster Number	Service	Pay Grades				Warrant Officers		Commissioned Officers		Service Average Recall	Total Cases
		E1-E6		E7-E9		%	n	%	n		
7	Army	23.1	9	13.3	17	19.5	8	22.9	19	19.3	53
	Navy	39.4	26	46.3	50	42.9	6	45.1	37	44.2	119
	Air Force	10.4	8	11.9	16	0	0	8	8	10.6	32
	Marines	25	7	18.6	11	14.3	1	37.1	13	27.4	32
8	Army	10.5	4	10.9	14	14.6	6	9.8	8	11.3	32
	Navy	31.3	21	25.7	27	28.6	4	28	23	28.1	75
	Air Force	7.7	6	6	8	0	0	6	6	6.5	20
	Marines	24.1	7	3.4	2	14.3	1	17.1	16	17.8	26
9	Army	5.3	2	6.3	8	7.3	3	3.6	3	5.9	16
	Navy	16.7	11	27.8	30	21.4	3	24.1	20	24.4	64
	Air Force	9	7	11.3	15	0	0	2	2	9.9	24
	Marines	7	7	6.8	4	0	0	14.3	5	9.2	16
10	Army	20	8	13.4	17	19	8	11	9	15.2	42
	Navy	40.3	27	43	46	28.6	4	44.6	37	42.4	114
	Air Force	20.5	16	19.9	27	0	0	9	9	18.2	52
	Marines	33.3	10	16.9	10	14.3		28.6	10	26.3	30
11	Army	10.3	4	7.9	10	10	4	4.9	4	8.2	22
	Navy	32.8	22	31.1	33	35.7	5	45.8	38	37.4	98
	Air Force	7.6	6	5.3	7	0	0	5	5	6.0	18
	Marines	13.8	4	11.9	7	28.6	2	22.9	8	18.0	21
12	Army	10.3	4	11.7	15	4.8	2	4.9	4	9.8	25
	Navy	14.9	10	11.4	12	42.9	6	4.9	4	17.6	32
	Air Force	11.5	9	2.2	3	0	0	4	4	7.9	16
	Marines	13.3	4	11.9	7	0	0	5.7	2	11.4	13
Pay Grade Average Recall	Total Responses	30.75	655	27.16	945	33.77	174	29.38	661		

3. *Billboard* Comments Analysis

A total of 741 individuals responded to either question 11 (requesting suggestions for future poster topics), question 12, (requesting suggestions regarding distribution, presentation and opinions), or both.

A breakdown of the written responses to questions 11 and 12, categorized by pay grade and service affiliation, is provided in Table II-7. Senior NCOs in the Navy (n = 65) and Air Force (n = 64) displayed the highest rates of comment inclusion within the entire sample, while senior NCOs across all service branches provided the highest rate of comment inclusion over all pay grades (30 percent). Among service branches, the Air Force (n = 212, 29 percent), Navy (n = 198, 27 percent) and Army (n = 196, 27 percent) were approximately equal in the number of comments received.

The individual responses to questions 11 and 12 are presented in Appendix II-C where the specific comments for both survey items were recorded and organized into broad categories describing the general nature of responses. Responses to question 11, which addressed future poster topics, were categorized into broad subject areas such as safety issues, family/consumer concerns, and military/security issues. Specific comments pertaining to a particular category were then recorded within that category and frequencies of comments were tabulated and recorded. Table II-8 shows the overall frequency of comments for each category in response to question 11. Examination of the frequencies of responses indicated that the category addressing drug/alcohol issues received the most suggestions (n = 224), followed by health related topics (n = 163), and personal growth/career advancement issues (n = 136).

The comments pertaining to question 12 were also organized into general categories of written responses, and the specific comments and their frequencies were recorded within each. Table II-8 provides the overall frequency of comments for each category of question 12. The types of responses provided most often for this survey item included comments regarding distribution/display of the posters (n = 396), the appearance of the posters (n = 231), and opinions regarding other aspects of the posters (n = 136). Several respondents indicated that they had never seen any of the posters (n = 105) or had rarely seen them (n = 30).

Of those who offered comments regarding the distribution/display of the posters, many suggested that AFPPS widen poster distribution in general (n = 54) or find a new

**Table II-7. Billboard Frequency of Comments Received
by Pay Grade and Service Affiliation**

Pay Grade	Army	Navy	Air Force	Marines	DoD	Other	Total
E1-E4	22	24	36	32		1	115 15.6
E5-E6	26	41	44	19			130 17.6
E7-E9	49	65	64	43			221 29.9
W1-W4	13	6		3		1	23 3.1
01-03	50	31	34	22			137 18.5
04+	35	27	28	7	2	3	102 13.8
GS3-GS6		2					2 0.3
GS7-GS9			1				1 0.1
GS11+	1		2				3 0.4
Other		2	3				5 0.7
TOTAL	196 26.5	198 26.8	212 28.7	126 17.1	2 0.3	5 0.7	739 100.0

* Two of the 741 respondents failed to provide information on both questions so they were deleted from the analysis.

Table II-8. *Billboard* Comments, Frequency of Responses Within General Categories

Category	Frequency
Question 11	
Drug/Alcohol	214
Health Issues	164
Personal Growth/Career Advancement	136
Other	133
Patriotism/Pride	123
Military/Security Issues	120
Family Issues	115
Safety Issues	112
Ethnic/Racial/Special Interests/Concerns	73
Financial/Consumer Issues	38
Environmental Issues	29
Question 12	
Distribution/Display	391
Appearance	231
Opinions	136
Subject Matter	34
Never Seen	105
Would Like to Receive	34
Rarely Seen	30
Unnecessary/Category on #10	10

method of distribution (n = 36). Other frequent responses concerning distribution/display included requests for AFPPS to provide a catalog of posters and allow units to order particular posters (n = 20), requests to send posters to all units (n = 22), and suggestions to display posters in public areas (n = 24). Common responses regarding the appearance of the posters suggested emphasizing pictures over words (n = 51), increasing the graphic impact of the posters (n = 29), and increasing the size of the print (n = 24). Many respondents who offered opinions about the overall quality of posters felt that they were very effective in conveying their messages (n = 43).

Overall, those providing future poster recommendations addressed a wide variety of topics, the most popular being drug and alcohol abuse, health topics, and issues related to personal and professional growth. Most responses to question 12 addressed the issue of poster distribution or display, and suggested that AFPPS widen the distribution of posters and display the posters in high-traffic public areas. The comments, in general, provide AFPPS with several ideas for future poster topics and suggestions for increasing the effectiveness of the program.

D. CONCLUSIONS AND RECOMMENDATIONS

Half the audience is seeing four or more posters a year, a third seeing as many as 11 of them. The junior NCOs are particularly attentive and they give the posters better ratings than other personnel who are higher in rank and more experienced. These first-term enlisted personnel are the most receptive audience for the *Billboard* posters. We inspected the posters receiving the highest ratings by the various pay grades so that AFIS can sharpen its message strategies. We also examined the intercorrelation of the posters to see which posters may cluster together in terms of effectiveness. This analysis could allow AFIS to place mutually reinforcing messages in close proximity to the posters. The popularity of these posters among Navy personnel raises several interesting questions. Does the Navy display them more effectively in the work areas? Are they displayed effectively in the living quarters and libraries? Is there any evidence that the subject matters of the posters are for some reason more relevant to Navy personnel?

We also recommend that AFIS consider refining the survey question concerning effectiveness to reflect its multiple dimensions. It is very possible that respondents are using different criteria to judge the effectiveness of each poster. Some may be responding to the text only, some to the colors, some to the content and image, and some may be reacting to factors beyond our ability to predict. It would be of great value to conduct a

study of the modalities through which a poster conveys its message and to include these modalities as evaluation criteria in the next survey.

AFIS should examine the audience segments that find these posters especially effective and identify other sources of information about these issues on which these audience segments depend. AFIS should consider an ongoing audience feedback system that focuses attention on where service men and women get their information about issues that materially affect their quality of life and effectiveness as citizens and soldiers.

Those individuals who responded in writing to the request for additional poster topics expressed interest in seeing AFPPS address issues of drug and alcohol abuse, health and fitness, and personal growth and career advancement subjects. Additional comments suggest widening the distribution, increasing display of posters in public areas, and emphasizing graphics in conveying messages.

III. THE *PRESS AND ART PACK* SURVEY

A. BACKGROUND AND PURPOSE

The mission of the American Forces Information Service (AFIS) and its publications unit, the American Forces Press and Publication Service (AFPPS), is to communicate internal information about Department of Defense policies and programs to the military and civilian audience worldwide through print and broadcast media. The weekly *Press and Art Pack* news, feature and art packages produced by AFPPS for use by editors of internal information media represent one means by which AFPPS accomplishes its mission.

AFIS has established 25 information objectives in support of Defense Department policy, and the *Press and Art Pack* (P&AP) services is one means by which that information is communicated to the military and civilian audience. The goal of P&AP is to help military editors influence their audiences to support the following values: American/military heritage; citizenship/voting; civilian work force; conservation, energy and environment; current events and the military; DOD missions; DOD personnel policies; drug and alcohol abuse control; education and training; guard and reserves; health and medical care; military balance/threat; military benefits. In addition, P&AP promotes: military family/quality of life; military law; operations and readiness; overseas service; personal affairs; research, development, and acquisition; retention; safety; security/law enforcement; standards of conduct; fraud, waste, and mismanagement; equal employment opportunity.

The purpose of this study was to determine whether the editors who receive P&AP are using the materials, whether the materials are received in time for editors to meet their deadlines, whether the regular features of P&AP are valued by the editors, whether the materials duplicate copy/art received from other sources, and whether the audiences served by the editors are equally served by the press and art news and features already provided by AFPPS. The P&AP questionnaire is shown in Appendix III-A, and Appendix III-B shows responses to each question and a descriptive statistical summary.

B. SURVEY PROCEDURES AND METHODS

On August 31, 1989, the Allen Division of CAE-Link Corporation mailed a questionnaire, with return postage-paid envelope, and cover letter from the Commander, American Forces Press and Publication Service to the entire population of 1,500 editors who receive the press and art pack services. Reminder postcards were mailed 10 days later. We received 921 responses for a 61 percent response rate. We estimate the sampling error at less than 1 percent.

C. DISCUSSION OF RESULTS

The results of the *Press and Art Pack* (P&AP) survey are summarized below and treated in detail in the sections which follow.

1. Overview

Editors are making extensive use of the P&AP services as indicated by the fact that 37 percent use the articles and 31 percent use P&AP artwork in nearly every issue of their publications. Also encouraging is the finding that 80 percent use at least some of the articles in each press pack received and 77 percent use at least some of the artwork. The survey also showed that 65 percent of the editors use the halftone reproductions and 80 percent almost always file P&AP for reference and possible later use. This is so even though editors report that P&AP "sometimes" (93 percent) or "almost always" (7 percent) covers the same editorial materials as other publications received by the editors.

The P&AP service gets high marks for "timeliness." About 43 percent of the editors indicate that the *Press and Art Pack* articles are "almost always" time sensitive. More than half of the editors (57 percent) say these time sensitive pieces are "almost always" received early enough for them to include in their publications. Most editors judge the telecommunication center messages about timely topics as "sometimes useful" (66 percent) while one in five editors say the service is "almost always" useful.

About 43 percent of the editors indicate the production tips are "almost always" useful, and another 50 percent say the tips are "sometimes" useful. Editors are mixed on their evaluations of the length of P&AP copy with 61 percent saying keep the articles the same length, 31 percent saying they prefer somewhat shorter articles, and 6 percent saying they want much shorter articles. Only two percent want the articles to be longer. The results are discussed in more detail below in terms of specific analyses.

2. Service Affiliations and Pay Grades of Editor Sample

About 45 percent of the editors are uniformed members of the armed forces on active duty; 11 percent are citizen soldiers, and 41 percent are civilian employees. One in three are serving the Army or the Navy, 20 percent the Air Force, 5 percent other DOD agencies, 3 percent the Marine Corps, and 4 percent the Coast Guard. Thirty-three percent (33 percent) of the respondents are GS-9s or above and 35 percent are E1-E6s. Another 8 percent are GS1-GS7 civilians and 8 percent are company grade commissioned officers. A breakdown of the pay grade and service affiliation of the military editors in our sample is provided in Table III-1 so that AFIS can better understand the background of its client editors. The Army and DoD agencies/activities are much more likely to employ higher ranking civilians in their editor positions as indicated in the table. More than one-half of all the editors in our sample from these organizations are GS-9s or above. On the other hand, the Air Force and Marine Corps staff their editor positions primarily with junior enlisted personnel. Overall, while only one in three of the population of editors are junior enlisted personnel, two in three of the Air Force editors and 9 in 10 of the Marine Corps editors are E1-E6s.

3. Education Levels of the Editors

The editors have higher formal education profiles than the enlisted force. In fact, their profiles are more comparable to field grade officers. Nine of the editors have doctorates or professional school degrees, 14 percent have masters and 39 percent bachelors degrees. Only 5 percent indicate high school or the GED certificate as their highest level of education (see Appendix III-B). The majority of our military editors are enlisted personnel who are substantially more educated than the active forces comprising the audiences for their publications. When we compared the educational profiles of enlisted and officer personnel as reported in the *Defense 89 Almanac* with the educational profiles of our editors (see Table III-2) we found that 25 percent of our editors from the enlisted ranks hold bachelors degrees while only 3 percent of the active enlisted force have earned four-year college degrees. The educational profile of the 114 editors in our sample who are commissioned officers is a mirror image of the active officer corps as a whole, 37 percent have advanced degrees, 57 percent have bachelors' degrees and fewer than 6 percent have no college degree.

Table III-1. Pay Grade of Editors by Service Affiliation

Pay Grades	Army (%)	Navy (%)	Air Force (%)	Marine Corps (%)	Coast Guard (%)	DoD (%)	Other (%)	Total
E1-E6	18.4	33.8	65.1	87.1	35.3	11.9	10.8	35.0% (299)
E7-E9	6.4	10.1	4.8	0.0	20.6	9.5	16.2	8.2% (70)
W1-W4	0.4	0.7	0.0	3.2	5.9	0.0	0.0	0.7% (6)
O1-O3	7.1	7.6	7.8	9.7	11.8	0.0	0.0	7.5% (64)
O4+	3.8	4.0	5.4	0.0	0.0	2.4	21.6	4.6% (39)
GS1-GS7	9.8	9.7	3.6	0.0	2.9	14.3	5.4	8.0% (68)
GS9+	53.4	30.9	12.0	0.0	14.7	59.5	8.1	32.9% (281)
Other	0.8	3.2	1.2	0.0	8.8	2.4	27.1	3.2% (27)
Totals	100% (266)	100% (278)	100% (166)	100% (31)	100% (34)	100% (42)	100% (37)	100% (854)

**Table III-2. Educational Backgrounds of *Press and Art Pack*
1989 Editors' Sample Versus Active Force**

	Active* Force (%)	Sample (%)
Enlisted Personnel		
Some High School	2.07	0.00
High School/GED	91.04	7.30
Some College	4.43	63.70
BA, BAS	2.29	24.90
Advanced Degree	0.17	4.10
Officer Personnel		
Below BA	5.09	5.26
BA, BS	57.76	57.02
Advanced Degree	37.14	37.72
Civilian Personnel		
	GS1-GS7	GS9+
High School, GED	8.82	2.82
Some College	51.47	27.10
BA,BS	36.76	49.30
Advanced Degree	2.95	20.78

* Source: *Defense Almanac 89*. Data current 31 December 88.

Civilian editors are also better educated than the enlisted force as a whole. About 38 percent of our editors in the GS 1-7 and 70 percent in the GS-9 or above pay grades hold at least a bachelor's degree and 21 percent hold advanced degrees. According to March 1988 Census estimates only 20.3 percent of adult Americans 25 years of age and older have completed four or more years of college. Higher levels of education are associated with less frequent use of both art and editorial services.

4. Profiles of Target Audience and Publication Frequency

In terms of audience profiles, 49 percent of our editors report that their publications are distributed on a CONUS base or installation, 14 percent report distribution on an overseas base or installation, 3 percent aboard ship, and 35 percent elsewhere. The sizes of the total target audiences including families and civilian employees served by our editors are distributed as follows:

- 37 percent of the editors serve audiences of less than 2,000
- 25 percent serve audiences from 2,000-5,000
- 22 percent from 5,001-15,000
- 10 percent more than 25,000
- 7 percent from 15,001-25,000.

The editors in our sample function as the primary information gatekeepers. Most (80 percent) of the editors decide which articles from *Press and Art Pack* will be used in the publication. Occasionally, the public affairs officer (14 percent) makes the decision and only rarely is the decision made by the base commander (1 percent). Most of the editors represented in this survey publish monthly (39 percent) or quarterly (23 percent). However, there are also editors who publish daily (3 percent), weekly (13 percent), biweekly (11 percent), and bimonthly (9 percent). Eighteen editors apparently are under different deadlines.

Publication frequency and size of target audience have been shown to influence levels of P&AP utilization and satisfaction by our editors. Our analysis indicates that there are also service differences in these areas. For example, our Army editors apparently publish less frequently than editors from other services and they tend to serve a much larger audience. Our Air Force editors publish more frequently than editors from the other services, and Navy editors are serving a smaller target audience. These results are shown in Table III-3.

Table III-3. t-Values for Differences in Frequency of Publication and Target Audience Size, Editors 1989 Survey

Service	Frequency of Publication (Q8: 1 = Daily 7 = Other)		Target Audience Size (Q10: 1 = < 2000 5 = > 25,000)	
	t-value	Cases	t-value	Cases
Army	4.04	272	2.51	277
Navy	-3.82	274	-2.06	282
Air Force	-3.25	182	2.41	182
Marines	-3.52	29	-2.13	31
Coast Guard	4.09	34	-1.68	34
DoD	4.27	44	-2.19	43
Other	4.82	44	-2.02	44
Overall Mean	3.85	879	2.27	883

5. Utility of P&AP Copy, Art, and Features

The subjects of the most frequently used artwork provided in P&AP are listed below in order of their positive usage.

- Promotional/Seasonal Art (37 percent almost always; 14 percent never use)
- Fitness/Health (28 percent almost always; 25 percent never use)
- Sports/Recreation (20 percent almost always; 21 percent never use)
- Duty/Life (14 percent almost always; 30 percent never use)
- Domestic/Consumer (13 percent almost always; 25 percent never use)
- Military Hardware (9 percent almost always; 40 percent never use)
- Tactical/Field Scenes (9 percent almost always; 54 percent never use).

The overseas editors (n = 316) are mixed on the use of the copy/artwork provided for the Combined Federal Campaign since 34 percent use less than half the material provided before each campaign and 44 percent use none or almost none of the material pertaining to these campaigns.

We fit 99 percent confidence interval estimates around the rankings of the standing features based on the sample means and standard errors of estimate of responses to a four-point scale ranging from 1 = Cancel to 4 = More Often (see Fig. III-1). We estimated the ratings, listed in order of highest to lowest rated feature, that would be rendered by the universe of 1500 editors to vary as follows:

- "Between the Lines" 3.29-3.44
- "National Defense" 2.94-3.00
- "On This Date" 2.73-2.79
- "Worth Repeating Quotes" 2.64-2.70
- "Do You Know" 2.51-2.57.

Editors want more copy and art targeted to civilian employees. The mandate is clear since, in response to Question 17, 34 percent say they need more material compared to 22 percent who want less material targeted to the civilian employee audience. Equally as clear is the mandate to decrease the copy and art targeted to the reserve components with 42 percent of the editors wanting less compared to 24 percent who want more. Editors are most satisfied with the copy and art now targeted toward active duty personnel and dependents.

Our findings concerning how often the editors use P&AP art (Q14) shows that frequency of publication and size of target audience have only a modest influence on art usage. Editors publishing daily make the least use of the art services, but editors publishing weekly and bi-weekly report the greatest amount of usage (Q14). Usage of P&AP art is more likely by editors serving small target audiences; the highest usage rates (Q14) are reported by editors serving audiences of less than 2,000; from 2,000-5,000, and from 5,001-15,000.

Our analysis of editors' use of P&AP copy (Q15) shows that only pay grade and publication frequency have any influence. Enlisted military and civilian editors report greater usage than editors who are commissioned officers (the highest usage by senior NCOs and the lowest by company grade officers). Weekly, daily and bi-weekly publications, respectively, make more frequent use of the editorial package provided in *Press and Art Pack*. The least amount of usage is reported by editors who publish bimonthly and quarterly.

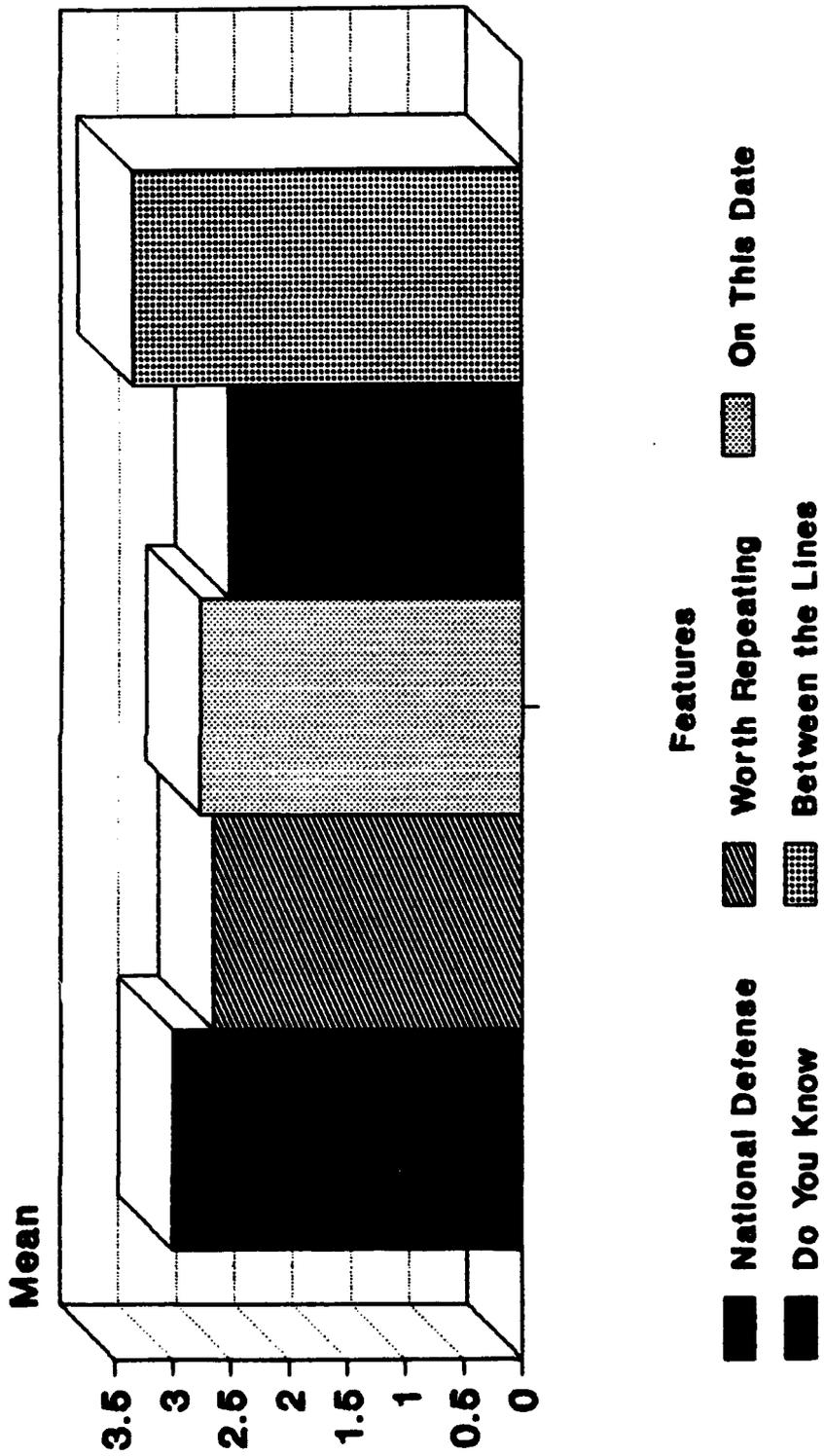


Figure III-1. Editors Ranking of Features--
1989 Press and Art Pack Study

6. *Press and Art Pack* Comments Analysis

A total of 159 individuals responded to question 29 requesting comments and suggestions regarding *Press and Art Pack*. A breakdown of respondents to this question, categorized by pay grade and service affiliation, is provided in Table III-4. The Navy provided the most comments (n = 47, 32 percent), followed closely by the Army (n = 42, 29 percent). Grade levels E1-E6 across all military services (n = 53, 36 percent), and GS9 and above for civilian respondents (n = 59, 40 percent) yielded the highest response rates for written comments. Table III-4 indicates that civilians of grade GS9 or above, working for the Army (n = 26) and Navy (n = 20) had the highest response rates.

The individual responses to question 29 are presented in Appendix III-C and their categories and frequencies are shown in Table III-5. The comments in response to this survey item were organized into broad categories describing the general nature of responses. General comment categories for *Press and Art Pack* included art, copy, distribution, suggestions and opinions. Within the general category of art, subcategories concerning the content of each specific type of art, art presentation, and usage were addressed. A similar breakdown into subcategories was used for comments relating to copy. The specific comments from each respondent were recorded within the appropriate general and subcategory. The types of comments provided most often in response to this survey question fell into the general category of art (n = 120), followed by comments concerning copy (n = 80). Several individuals (n = 49) provided opinions concerning the overall quality of *Press and Art Pack*.

Many of those who provided comments concerning the content of the art expressed a need for specific artwork, such as seasonal art, emblems, and Coast Guard material. Comments regarding the presentation of artwork requested more smaller pieces be provided. Respondents who commented on the general category of copy provided by *Press and Art Pack* addressed the issues of style most often by requesting that articles be shortened and made more generic. Ideas for article topics were also provided by several respondents in areas such as health and fitness, Guard and Reserves, and family issues.

Those who addressed the issues of the distribution of *Press and Art Pack* suggested that the information be made available to editors on computer disk or through electronic communication networks. Many editors also noted that they often receive seasonal and time sensitive material too late for inclusion in their publications, and suggest that AFPPS

Table III-4. Press and Art Pack Frequency of Comments Received by Pay Grade and Service Affiliation

Pay Grade	Army	Navy	Air Force	Marines	Coast Guard	DoD	Other	Total
E1-E6	8	15	18	9	3			53 36.3
E7-E9	2	2	1		4			9 6.2
01-03	2	2	1					5 3.4
04+		2	2				1	5 3.4
GS1-GS7	3	4						7 4.8
GS9+	26	20	3		2	8		59 40.4
Other	1	2			2		3	8 5.5
TOTAL	42 28.8	47 32.2	25 17.1	9 6.2	11 7.5	8 5.5	4 2.7	146 100.0

Table III-5. Press and Art Pack Comments, Frequency of Responses Within General Categories

Category	Frequency
Art	115
Copy	73
Distribution	30
Hints	17
Opinions	48

distribute this type of material earlier. Further suggestions involved requests for more instructional information, such as "Production Tips" and the creation of a mechanism for editors to share their production ideas with AFPPS and other editors. Other opinions regarding *Press and Art Pack* note that the quality of the art is often poor, little information is applicable to DoD civilians, and the information and art is sometimes dated. Others, however, consider *Press and Art Pack* a valuable resource providing a variety of information they use often.

Overall, the editors noted that they frequently use the material provided by *Press and Art Pack*, and that their suggestions refer to changes that would further increase their usage. The comments in general reflect the editors' needs for increased art in a variety of topics and styles, shorter articles, and increased instruction as in the form of "Production Tips."

D. CONCLUSIONS AND RECOMMENDATIONS

We recommend that AFIS carefully consider the impact of frequency of publication and target audience size on utilization of *Press and Art Pack* services. These factors influence levels of P&AP utilization and editor satisfaction and our analysis indicates there are also service differences in these areas. For example, Army editors apparently publish less frequently than editors from other services and they tend to serve a much larger audience. Air Force editors publish more frequently than editors from the other services, and Navy editors are serving a significantly smaller target audience. AFIS should tailor art and copy materials to the needs of the individual services, based on their audience size, frequency of publication, and the various audiences served by the local military media.

Examination of the comments of several editors indicates that they express a need for specific types of art, such as insignia, shorter articles, and earlier distribution of seasonal information. Overall, the editors noted that they frequently use the material provided by *Press and Art Pack*, and their suggestions refer to changes that would further increase their usage. The comments, in general, reflect the editors' needs for increased art in a variety of topics and styles, shorter articles, and increased instruction as in the form of "Production Tips."

IV. SUMMARY OF FINDINGS

The major findings of the IDA study explicitly related to the original research questions were drawn from detailed analyses of the results of each survey. There are many other findings too numerous to relate in a summary report. All data collected reside in a data base and are available for further analyses at any time. The major findings are presented relative to each of the surveys conducted in the sections below. Immediately following this presentation we provide our overall recommendations regarding the emphasis and timing of future surveys.

A. DEFENSE MAGAZINE

Our analyses conclude that more members of the audience today compared to 1986 are seeing *Defense* and more are seeing it on a regular basis. Furthermore, senior military and civilian members of the audience (e.g., field grade officers and GS 13-15) are significantly more likely to see *Defense* on a consistent basis, and senior civilian employees are more likely than any other member of the audience to give *Defense* high usefulness ratings. When viewed by service, Army and Marine Corps personnel are more likely to see *Defense* on a consistent basis, and members of the Air Force and those working for DoD agencies/activities are less likely to see it consistently. Army personnel provide significantly higher evaluations of effectiveness, and Navy personnel provide significantly lower evaluations than do personnel affiliated with the other services.

Defense is easy to read by enlisted, officer, and civilian members of the audience. However, even though readers find the magazine easy to read, they do not find it quite as useful today as they reported in 1986. In addition, our analysis shows that audience members who see the magazine on a consistent basis, who believe it focuses on policy issues, and who are general officers/GS 13-15 employees give the magazine more favorable evaluations than other elements of the audience. Therefore, we recommend that the editors of *Defense* sharply define the target audience and make a consistent effort to ensure that the magazine is reaching the intended audience through the mail/routing system since 63 percent get their copy this way. The effectiveness of the distribution systems used

by the respective services has not been addressed in this report and should be the subject of further studies.

It was also discovered that each service defines its target audience differently and therefore it does not distribute *Defense* on the basis of comparable ratios of copies to members across the population. Therefore, the IDA study team recommends that AFIS balance the ratio of members to copies, either by increasing the print run and allocating more copies to the Marine Corps, Navy, and Air Force, or by cutting the Army and DoD Agencies allocation and distributing the copies saved to the other Services.

B. BILLBOARD

The conclusions from the *Billboard* survey are very positive based on the extraordinary number of active duty personnel who report seeing the posters. Half the audience is seeing four or more posters a year, with a third seeing as many as 11 of them. The junior NCOs are particularly attentive and they give the posters better effectiveness ratings than higher ranked/more experienced personnel. We recommend that these junior enlisted personnel should be the target audience for the *Billboard* posters. We have also identified the posters receiving the highest ratings by the various pay grades and investigated the interrelationship of the posters to see which cluster together in terms of effectiveness. This will allow AFIS to sharpen its strategies by understanding which levels to target with which messages and which messages reinforce each other.

We also concluded that the posters receive the highest popularity ratings among Navy personnel. This raises several interesting questions. Does the Navy display them more effectively in the work areas? Are they displayed effectively in the living quarters and libraries? Is there any evidence that the subject matters of the posters are for some reason more relevant to Navy personnel? We recommend follow up interviews with a selected sample of Navy respondents to determine what the Navy is doing so that these lessons learned can be promulgated to the other services.

Finally, we have concluded that AFIS should use auxiliary media channels (including post newspapers, cable channels and unit bulletin boards) to frequently disseminate messages that reinforce the themes of the *Billboard* messages. AFIS should examine the market segments that find these posters especially effective and determine other sources of information about these issues on which these audience segments depend.

C. PRESS AND ART PACK

Based on our findings and conclusions, we recommend that AFIS carefully examine the impact of publication frequency and target audience size on editors' utilization of *Press and Art Pack* services. These factors have been shown to influence levels of P&AP utilization and editor satisfaction and our analysis indicates there are service differences in these areas. For example, our Army editors apparently publish less frequently than editors from other services, and they tend to serve a much larger audience. Our Air Force editors publish more frequently than editors from the other services, and Navy editors are serving a significantly smaller target audience. So AFIS might experiment with trying to tailor art and copy materials to the needs of the individual services, based on their audience size, frequency of publication, and the various "publics" served by the local military media.

D. OVERALL RECOMMENDATIONS

The IDA study team recommends that AFIS establish a systematic mechanism by which to communicate the results of these and other relevant surveys to their editors in the various services. This system should be designed to help AFIS editors and distribution executives to understand which of their market segments are most likely to realize enhancement in quality of life and performance by reading *Defense*. AFIS also should consider establishing an ongoing audience feedback effort to feed this system with the information it needs. This feedback system could have two components; informal "tear out" questionnaires inserted in the periodicals and formal surveys conducted every three years. Both of these media would be used to measure the effectiveness of changes made in the periodicals in response to audience input. We further recommend that the basic content of the survey questionnaire must be constant from year to year to allow comparisons; however, specialized sections may be added as new issues present themselves for resolution. In addition, we recommend the design and development of an audience response data base housed within AFIS, but accessible to all interested DoD editors via a distributed network.

APPENDIX I-A

DEFENSE MAGAZINE QUESTIONNAIRE

12. I find the list of major topics presented on the cover of Defense magazine to be _____ in planning my reading.

- Very helpful
- Helpful
- Seldom helpful
- Not helpful

13. The number of charts and graphs in Defense magazine should be:

- Increased
- Left the same
- Decreased

14. The number of pictures and photographs in Defense magazine should be:

- Increased
- Left the same
- Decreased

15. I agree/disagree that Defense magazine: (mark one response for each statement)

STRONGLY DISAGREE
DISAGREE
AGREE
STRONGLY AGREE

↓ ↓ ↓ ↓

- a. Presents timely topics
- b. Helps increase my knowledge of DoD policies/programs
- c. Gives information and perspectives on DoD policies not found elsewhere
- d. Is particularly relevant to my duties

16. I find Defense magazine, as a source of information in each of the following areas is: (mark the one best response for each area)

OF NO USE
OF LITTLE USE
USEFUL
VERY USEFUL

↓ ↓ ↓ ↓

- a. Military balance/Soviet threat
- b. DoD manpower and personnel issues
- c. Operations and readiness
- d. Research and development
- e. Guard/Reserves
- f. Defense missions
- g. Acquisition/procurement
- h. Other(s). Specify

17. I believe the amount of emphasis that Defense magazine places on each of the following policy areas should be: (mark the one best response for each area)

LESS
↓ ↓
ABOUT THE SAME
↑ ↑
MORE

- a. Military balance/Soviet threat
- b. DoD manpower and personnel issues
- c. Operations and readiness
- d. Research and development
- e. Guard/Reserves
- f. Defense missions
- g. Acquisition/procurement
- h. Other(s). Specify

18. I believe that Defense magazine, as a DoD policy publication is:

- Very useful
- Useful
- Of little use
- Not useful at all

19. Please include on a separate sheet of paper your thoughts on how to improve Defense magazine distribution, subject coverage, method of presentation, or whatever comes to mind that would make the magazine more available and/or useful to you.

- Mark here if you have submitted any comments or suggestions.

THANK YOU FOR YOUR SUPPORT AND PROFESSIONAL INSIGHT

APPENDIX I-B

**DESCRIPTIVE STATISTICS
DEFENSE MAGAZINE 1989 AUDIENCE SURVEY**

**APPENDIX I-B: DESCRIPTIVE STATISTICS
DEFENSE MAGAZINE 1989 AUDIENCE SURVEY
(Total Number of Respondents: 4523)**

Question	Response	Cases	Percentage
Q1: "My organization is...	Army	1299	28.9
	Navy	1005	22.4
	Air Force	1160	25.8
	Marines	368	8.2
	DoD Agency	597	13.3
	Other	64	1.4
	TOTALS	4493	100.0
Q2: "My organization is...	Active	3482	79.7
	Reserve/Guard	127	2.9
	Other	759	17.4
	TOTALS	4368	100.0
Q3: "My current status	Active Duty	2535	57.5
	Reservist	14	0.3
	Guardsmen	25	0.6
	Civilian Employee	1803	40.9
	Other	35	0.7
	TOTALS	4412	100.0
Q4: "My pay grade is...	E1-E6	19	0.4
	E7-E9	1266	28.7
	W1-W4	268	6.1
	O1-O3	20	0.5
	O4-O6	1012	23.0
	O7+	12	0.3
	GS1-GS12	967	22.0
	GS/GM13-15	686	15.6
	SES	1	0.0
	Other	154	3.4
	TOTALS	4405	100.0
Q5: "My highest level of education...	High School Graduate or GED	413	9.2
	Some College	1575	35.1
	Bachelor's Degree	1155	25.8
	Master's Degree	1088	24.3
	PhD/Professional	254	5.6
	TOTALS	4485	100.0

Q6: Zip Code Location of Respondents	Europe	57	1.3
	Far East	57	1.3
	Other	67	1.4
	CONUS	4342	96.0
	TOTALS	4523	100.0

Q7: "...I see <i>Defense Magazine</i> ...	Bi-Monthly	901	20.1
	Periodically (at least 3 issues per year)	1201	26.8
	Rarely (about 1 issue per year)	840	18.8
	Almanac Issue Only	10	0.2
	Never	1524	34.1
	TOTALS	4476	100.0

Q8: "I usually receive <i>Defense Magazine</i> ...	Mail/Routing System	1890	62.6
	Co-Worker	682	22.6
	Library	224	7.4
	Other Source	225	7.4
	TOTALS	3021	100.0

Q9: "The most recent issue of <i>Defense</i> I received was dated...	September/October		
	Almanac Issue	158	5.4
	Nov/Dec	38	1.3
	Jan/Feb	129	4.4
	Mar/Apr	234	7.9
	May/June	467	15.8
	Jul/Aug	755	25.6*
	Don't Remember	1167	39.6
TOTALS	2948	100.0	

* The survey was mailed in August

Q10: "My copy of <i>Defense</i> is ...	Kept	115	4.0
	Passed Along	2130	73.3
	Sent to Library	109	3.8
	Thrown Out	172	5.9
	Other	194	6.7
	Multiple Responses	184	6.3
	TOTALS	2904	100.0

Q11: "Compared to other magazines of this sort I find *Defense Magazine* _____ to read.

Very Easy	350	12.0
Easy	2417	82.8
Difficult	148	5.1
Very Difficult	4	0.1
TOTALS	2919	100.0

Mean: 3.06, SDV: 0.41

Q12: "I find the list of major topics presented on the cover of *Defense Magazine* to be _____ in planning my reading.

Very Helpful	310	10.7
Helpful	1931	66.4
Seldom Helpful	573	19.7
Not Helpful	96	3.2
TOTALS	2910	100.0

Mean: 2.84, SDV: 0.64

Q13: "The number of charts and graphs in *Defense Magazine* should be..."

Increased	361	12.7
Left the Same	2206	77.4
Decreased	282	9.9
TOTALS	2849	100.0

Q14: "The number of pictures and photographs in *Defense Magazine* should be..."

Increased	1021	35.7
Left the Same	1793	62.7
Decreased	47	1.6
TOTALS	2861	100.0

Q15: "I agree/disagree that *Defense Magazine*..."

a. Presents Timely Topics

Strongly Agree	454	16.0
Agree	2283	80.3
Disagree	90	3.2
Strongly Disagree	17	0.5
TOTALS	2844	100.0

Mean: 3.12, SDV: 0.45

b. Helps increase my knowledge of DoD policies and programs

Strongly Agree	716	25.0
Agree	1922	67.0
Disagree	195	6.8
Strongly Disagree	36	1.2
TOTALS	2869	100.0

Mean: 3.16, SDV: 0.59

c.	Gives information and perspectives on DoD policies not found elsewhere	Strongly Agree	364	12.8
		Agree	1785	62.9
		Disagree	637	22.4
		Strongly Disagree	52	1.9
		TOTALS	2838	100.0
		Mean: 2.87, SDV: 0.64		
d.	Is particularly relevant to my duties	Strongly Agree	134	4.7
		Agree	1411	50.0
		Disagree	1097	38.9
		Strongly Disagree	180	6.4
		TOTALS	2822	100.0
		Mean: 2.53, SDV: 0.69		

Q16: "I find *Defense Magazine*, as a source of information in each of the following areas is..."

a.	Military balance/ Soviet threat	Very Useful	500	17.7
		Useful	1822	64.4
		Of Little Use	444	15.7
		Of No Use	63	2.2
		TOTALS	2829	100.0
		Mean: 2.98, SDV: 0.65		
b.	DoD manpower and personnel issues	Very Useful	437	15.4
		Useful	1811	63.9
		Of Little Use	523	18.4
		Of No Use	64	2.3
		TOTALS	2835	100.0
		Mean: 2.92, SDV: 0.65		
c.	Operations and readiness	Very Useful	319	11.3
		Useful	1872	66.2
		Of Little Use	573	20.3
		Of No Use	64	2.3
		TOTALS	2829	100.0
		Mean: 2.87, SDV: 0.62		
d.	Research and development	Very Useful	500	17.7
		Useful	1709	60.5
		Of Little Use	546	19.3
		Of No Use	72	2.5
		TOTALS	2827	100.0
		Mean: 2.93, SDV: 0.68		

e.	Guard/Reserves	Very Useful	103	3.7
		Useful	1063	38.1
		Of Little Use	1226	43.9
		Of No Use	399	14.3
		TOTALS	2791	100.0
Mean: 2.31, SDV: 0.76				
f.	Defense missions	Very Useful	346	12.3
		Useful	1868	66.3
		Of Little Use	533	18.9
		Of No Use	71	2.5
		TOTALS	2818	100.0
Mean: 2.88, SDV: 0.63				
g.	Acquisition/procurement	Very Useful	363	12.9
		Useful	1547	54.8
		Of Little Use	780	27.6
		Of No Use	134	4.7
		TOTALS	2824	100.0
Mean: 2.76, SDV: 0.73				

Q17: "I believe the amount of emphasis that *Defense Magazine* places on each of the following policy areas should be..."

a.	Military balance/ Soviet threat	More	819	29.3
		About the Same	1818	65.0
		Less	158	5.7
		TOTALS	2795	100.0
b.	DoD manpower and personnel issues	More	1099	39.3
		About the Same	1509	54.0
		Less	188	6.7
		TOTALS	2796	100.0
c.	Operations and readiness	More	928	33.3
		About the Same	1760	63.2
		Less	98	3.5
		TOTALS	2786	100.0
d.	Research and development	More	1001	36.0
		About the Same	1586	57.0
		Less	195	7.0
		TOTALS	2782	100.0

e.	Guard/Reserves	More	268	9.7
		About the Same	1620	58.5
		Less	881	31.8
		TOTALS	2769	100.0
f.	Defense missions	More	869	31.4
		About the Same	1774	64.1
		Less	126	4.5
		TOTALS	2769	100.0
g.	Acquisition/Procurement	More	786	28.3
		About the Same	1627	58.6
		Less	365	13.1
		TOTALS	2778	100.0

Q18: "I believe that <i>Defense Magazine</i> , as a DoD policy publication is...	Very Useful	620	21.4
	Useful	1970	68.0
	Of Little Use	264	9.1
	Not Useful at All	42	1.5
	TOTALS	2896	100.0

Mean: 3.09, SDV: 0.60

Q19: Comments on how to improve <i>Defense Magazine</i> ...	Yes	278	6.1
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APPENDIX I-C
DEFENSE COMMENTS

APPENDIX I-C--DEFENSE COMMENTS

DISTRIBUTION

poorly distributed	12
circulate through work areas	7
send more civilian, R&D	4
allow some way to order	4
increase distribution	4
distribute to squadron; battalions	3
send to home address	3
distribute like soldiers magazine	3
send to company level	3
distribute to library	3
usually see in waiting rooms	3
send more copies	3
circulate through unit	2
distribute to all PAO	2
send to all departments	2
send to each branch	2
send more than one copy per command	2
arrives too late in mail	2
send to all DoD employees	1
send articles through e-mail	1
send to recruiting stations	1
send to E9 and higher ranks	1
target group is too small	1
send to each organization	1
send to Natl Guard units	1
have a routing slip attached	1
distribute through all ranks	<u>1</u>
Total	73

OPINION

eliminate--waste of money	7
good reference source	6
don't read, not applicable to duties	6
one sided view of issues	6
dry reading	3
easily accessible to enemies	3
make reading mandatory for Sr. NCO	3
too much to read already	3
redundancy of info	2
too wordy	2
too DoD oriented	2
unnecessary--other info sources exist	2
do away with	2
too policy oriented--boring	2
find/use better info sources	2
good for young with military interest	1
must remain timely	1
remove me from mailing list	1
comprehensive info source	1
propaganda	1
good magazine	1
very informative	<u>1</u>
Total	55

CONTENT

more pictures, graphs, photos	4
address topics of pay, promotion	2
address more legislative issues	2
more procurement issues	2
new products military will use	2
address drug and alcohol effects on mil	2
old v. new policy	2
provide testimonials of pilots	1
more sports and comics	1
more far east info	1
more health issues	1
dependent contributions	1
maneuvers and operations	1
operations and security	1
column on logistics	1
use more art	1
include readership survey in each issue	1
address more small business issues	1
do surveys of current DoD thinking	1
contracting issues	1
describe how programs are developed	1
include historical topics	1
more enlisted infantry issues	1
narrow topics of articles	1
address real army issues	<u>1</u>
Total	34

STYLE

written above staff level	6
target less educated	2
give info on future equip	2
provide technical drawings, not charts	1
lower level technicians should read	1
audience unclear	1
content not related to DoD supporters	1
use as a training aid	1
briefier writing style	1
too "chatty"	1
make more dynamic, artistic	1
too dry and technical	1
maintain a joint service atmosphere	1
have real authors sign by-lines	1
present an abstract of articles	<u>1</u>
Total	22

OTHER

have never seen	56
would like to receive	29
haven't seen in a long time	28
no longer receive	<u>2</u>
Total	115

APPENDIX I-D

DEFENSE MAGAZINE ADDRESS LIST

ADDRESS CHANGES

Old Address:

Department of the Navy
Naval Sea Systems Command
Pearl Harbor Naval Shipyard
Box 400 (Code 150)
Pearl Harbor, HI 96860

New Address:

Code 150
Pearl Harbor Naval Shipyard
Box 400
Pearl Harbor, HI 96860

Old Address:

Samuel IV Hutchins
Department of the Army
U.S. Army Training and Doctrine Command
Civilian Personnel Office
PO Box 50
Ft. Leonard Wood MO 65473

New Address:

Samuel IV Hutchins
Commandant
U.S. Army Engineer School
ATTN: ATSE-CDT (Mr. Hutchins)
Fort Leonard Wood, MO 65473

Old Address:

Craig W. Gsell
Department of Defense
Defense Logistics Agency
Defense Pers Support Center
2800 S 20th Street
Philadelphia, PA 19111

New Address:

Craig W. Gsell
Chief, Program Review
Defense Personnel Support Center
2800 S. 20th Street
ATTN: DPSC-QR
Philadelphia, PA 19101-8419

ADDRESS CHANGES (Continued)

Old Address:

Ira P. Isaacson
Department of the Navy
Office of Naval Research
Research Lab Employment Branch
4555 Overlook Ave Southwest
Washington, D.C. 20390

New Address:

Ira P. Isaacson
Department of the Navy
Naval Research Lab
Code 6804
4555 Overlook Ave Southwest
Washington, D.C. 20375-5000

ADD TO MAILING LIST

Albert A. Amador
Code 244.13 0-60
Mare Island Naval Shipyard
Vallejo, CA 94592

Rodelio E. Legaspi
SFC, USA
DOES, HHC 23rd QM-BDE (PP)
ATTN: ATSM-EV

Tim C. Tenold
Department of the Air Force
Air Force Logistic Command
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JAX, FL 32212

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CEHEC-PP
Corps of Engineers
Washington, D.C. 20314-1000**

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Training Quota Manager
Training and Education Center (TE-33)
MCCDC, Quantico, VA 22134-5001**

**John R. Babey
Office of Director,
Planning and Market Research
Defense National Stockpile Center
Defense Logistics Agency
Washington, DC 20405**

**Marine Corps Finance Center
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**Jeff Frank
WRALC/MAIPBC
Robins AFB, GA 31098**

**Louis F. Diodato
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**Naval Air Development Center
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**Dennis E. Drum
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St. Louis, MO 63118**

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Portsmouth, N.H. 03804-5000**

**Department of the Army
Rock Island Arsenal
SMCRI-AOE-I
Rock Island, IL 61299-5000
ATTN: Doyle W. Rockey Jr.**

**SIO/SYPT
Peterson AFB, CO 80914-5001
ATTN: Maj Muolo**

**Aeroquip Corp Aerospace Div.
300 S. East Ave.,
Jackson, MI 49203
ATTN: DCAS QAR**

**Mauris Watkins
MABDF
McClellan AFB
Sacramento, CA 95652**

**Maintenance Management Branch
Executive Directorate for Logistics Operations (EDLO)
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**Harry H. Franke
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ADD TO MAILING LIST (Continued)

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Picatinny Arsenal, N.J. 07806-5000
ATTN: Peter Mullaney**

**Brenda Jilliska
DMAAC/GAD
3200 S. Second St.
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**LTC Robert R. Landry
DCEC R-210
1860 Wiehle Avenue
Reston, VA 22090**

**P.F. Pratt
Box 30 SAFETY
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U.S. Army Corps of Engineers
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APPENDIX II-A

***BILLBOARD* QUESTIONNAIRE**

9. Where do you usually see these posters displayed?

- Work Area
- Dormitory/Quarters Area
- Dining Area
- Library
- Service Club
- Someplace Else (please specify)
- I have never seen them

↓
[]

10. In your judgment, how effectively does each of these posters convey its message?

VERY EFFECTIVELY
EFFECTIVELY
INEFFECTIVELY
VERY INEFFECTIVELY
I DO NOT RECALL SEEING THE POSTER

<input type="radio"/>	Poster 1				
<input type="radio"/>	Poster 2				
<input type="radio"/>	Poster 3				
<input type="radio"/>	Poster 4				
<input type="radio"/>	Poster 5				
<input type="radio"/>	Poster 6				
<input type="radio"/>	Poster 7				
<input type="radio"/>	Poster 8				
<input type="radio"/>	Poster 9				
<input type="radio"/>	Poster 10				
<input type="radio"/>	Poster 11				
<input type="radio"/>	Poster 12				

Please respond to questions 11 and 12 on a separate sheet of paper and return it with the questionnaire.

11. Please list additional subjects you would like to see presented on future Defense Billboard posters.

Mark here if you have listed any comments or suggestions.

12. Please share your thoughts on how to improve Defense Billboard poster distribution, subject coverage, method of presentation or whatever comes to mind that would make the publication more available or useful to you.

Mark here if you have submitted any comments or suggestions.

APPENDIX II-B

DESCRIPTIVE STATISTICS
***BILLBOARD* 1989 AUDIENCE SURVEY**

**APPENDIX II-B. DESCRIPTIVE STATISTICS
BILLBOARD 1989 AUDIENCE SURVEY
(Total Number of Respondents: 4525)**

Question	Response	Cases	Percentage
Q1: "My organization is...	Army	1161	25.7
	Navy	1222	27.1
	Air Force	1354	30.0
	Marines	730	16.2
	DoD Agency	22	0.5
	Other	20	0.5
	TOTALS	4509	100.0
Q2: "My organization is...	Active	4415	98.3
	Reserve or National Guard	50	1.1
	Other	28	0.6
	TOTALS	4493	100.0
Q3: "My current status is...	Active Duty	4420	98.8
	Reservist	21	0.5
	National Guard	1	.
	Civilian Employee	15	0.3
	Other	19	0.4
	TOTALS	4476	100.0
Q4: "I have accumulated ... years of active, reserve and or civil service.	Four or Less	612	14.3
	More than Four	3654	85.7
	TOTALS	4266	100
Q5: "My pay grade is	E1-E4	496	11.0
	E5-E6	708	15.7
	E7-E9	1451	32.2
	W1-W4	200	4.4
	O1-O3	956	21.2
	O4+	667	14.8
	GS3-GS6	2	.
	GS7-GS9	3	0.1
	GS11+	6	0.1
	Other	24	0.5
	TOTALS	4513	100.0

Q6: "My highest level of education is..."	Some High School	13	0.3
	HS Graduate or GED	758	17.0
	Some College	1802	40.6
	Bachelor's Degree	1104	24.8
	Master's Degree	617	13.9
	PhD/Professional Degree	153	3.4
TOTALS		4447	100.0

Q7: "My present zip code at work is..."	Europe	64	1.4
	Far East	124	2.8
	Other	164	3.6
	CONUS	4173	92.2
	TOTALS	4525	100.0

Q8: "The attachments show the 12 *Defense Billboard* posters distributed over the last year. They are labeled Poster 1, Poster 2, and so on through Poster 12. Which of these posters do you recall seeing displayed? Please mark either "recall" or "do not recall" for each poster.

Question	Response	Cases	Percentage
1 "Pride: Show It Everywhere" (January 1989) Date distributed in (); not indicated on poster broadsheet provided the respondent.	Recall	1132	25.0
	Don't Recall	3312	73.2
	Missing	81	1.8
	Totals for All Posters	4525	100.0

Reminder: Mail Survey Questionnaire Distributed August 1989

2 "Little Scraps Can Add Up A Whale of a Lot" (July 1988)	Recall	795	17.6
	Don't Recall	3612	79.8
	Missing	118	2.6
3 "Do You Have to Get Hit Over the Head to Realize It's Smart to Wear a Helmet?" (June 1989)	Recall	871	19.3
	Don't Recall	3548	78.4
	Missing	106	2.3
4 "Sometimes the Hurt Is More Than Skin Deep" (April 1989)	Recall	1540	34.0
	Don't Recall	2886	63.8
	Missing	99	2.2
5 "They Used to Call Him Smokey" (October 1988)	Recall	654	14.5
	Don't Recall	3762	83.1
	Missing	109	2.4
6 "Did You Ever Wonder How a Fly Could be So Blind" (November 1988)	Recall	362	8.0
	Don't Recall	4050	89.5
	Missing	113	2.5

7	"Warning! Exercise Can Cause Visible Side Effects" (August 1988)	Recall	961	21.2
		Don't Recall	3455	76.4
		Missing	109	2.4
8	"Will the Fear of AIDS Make You Eat Alone?" (September 1988)	Recall	574	12.7
		Don't Recall	3832	84.7
		Missing	119	2.6
9	"Stake your Life on the Count" (May 1989)	Recall	506	11.2
		Don't Recall	3903	86.3
		Missing	116	2.6
10	"One Way or Another You'll End Up With a Designated Driver" (December 1988)	Recall	1006	22.2
		Don't Recall	3413	75.4
		Missing	106	2.3
11	"Hey! I Eat From the Four Basic Food Groups daily." (March 1989)	Recall	646	14.3
		Don't Recall	3752	82.9
		Missing	127	2.8
12	"Look Where You've Been to See Where You're Going" (February 1989)	Recall	335	7.4
		Don't Recall	4075	90.1
		Missing	115	2.5

Q9:	"Where do you usually see these posters displayed?"	Work Area	1704	37.7
		Dormitory/Quarters	55	1.2
		Dining Area	54	1.2
		Library	119	2.6
		Service Club	69	1.5
		Someplace Else	327	7.2
		I have never seen them	1608	35.5
		Multiple Responses	462	10.2
		No Response Given	127	2.8
TOTALS		4525	100.0	

Q10: "In your judgment how effectively does each of these posters convey its message?"

Poster and Theme	Response	Cases	Percentage
1 "Pride: Show It Everywhere" (January 1989) Date distributed in (); not indicated on poster broadsheet provided the respondent.	Very Effectively	957	21.1
	Effectively	1120	24.8
	Ineffectively	164	3.6
	Very Ineffectively	41	0.9
	I do not recall seeing	2056	45.4
	Missing	187	4.2
Totals for All Posters		4525	100.0
Mean 2.74, SDV 1.73			

Reminder: Mail Survey Questionnaire Distributed August 1989

2	"Little Scraps Can Add Up A Whale of a Lot" (July 1988)	Very Effectively	371	8.2
		Effectively	987	21.8
		Ineffectively	498	11.0
		Very Ineffectively	193	4.3
		I do not recall seeing	2235	49.4
		Missing	241	5.3
		Mean 2.32, SDV 1.50		
3	"Do You Have to Get Hit Over the Head to Realize Smart to Wear a Helmet?" (June 1989)	Very Effectively	861	19.0
		Effectively	1003	22.2
		Ineffectively	181	4.0
		Very Ineffectively	56	1.2
		I do not recall seeing	2194	48.5
		Missing	230	5.1
		Mean 2.60, SDV 1.71		
4	"Sometimes the Hurt Is More Than Skin Deep" (April 1989)	Very Effectively	1260	27.8
		Effectively	1032	22.8
		Ineffectively	172	3.8
		Very Ineffectively	52	1.1
		I do not recall seeing	1795	39.7
		Missing	214	4.8
		Mean 2.98, SDV 1.76		
5	"They Used to Call Him Smokey" (October 1988)	Very Effectively	306	6.8
		Effectively	867	19.2
		Ineffectively	533	11.8
		Very Ineffectively	205	4.5
		I do not recall seeing	2369	52.4
		Missing	245	5.3
		Mean 2.19, SDV 1.45		
6	"Did You Ever Wonder How a Fly Could be So Blind" (Nov 1988)	Very Effectively	289	6.4
		Effectively	701	15.5
		Ineffectively	529	11.7
		Very Ineffectively	208	4.6
		I do not recall seeing	2539	56.1
		Missing	259	5.7
		Mean 2.06, SDV 1.41		
7	"Warning! Exercise Can Cause Visible Side Effects" (August 1988)	Very Effectively	479	10.6
		Effectively	1060	23.4
		Ineffectively	421	9.3
		Very Ineffectively	165	3.6
		I do not recall seeing	2157	47.7
		Missing	243	5.4
		Mean 2.43, SDV 1.56		

8	"Will the Fear of AIDS Make You Eat Alone?" (September 1988)	Very Effectively	479	10.6
		Effectively	903	20.0
		Ineffectively	390	8.6
		Very Ineffectively	107	2.4
		I do not recall seeing	2398	53.0
		Missing	248	5.5
		Mean 2.29, SDV 1.56		
9	"Stake your Life on the Count" (May 1989)	Very Effectively	301	6.7
		Effectively	865	19.1
		Ineffectively	502	11.1
		Very Ineffectively	162	3.6
		I do not recall seeing	2446	54.0
		Missing	249	5.5
		Mean 2.16, SDV 1.45		
10	"One Way or Another You'll End Up With a Designated Driver" (December 1988)	Very Effectively	1302	28.8
		Effectively	663	14.7
		Ineffectively	139	3.1
		Very Ineffectively	59	1.3
		I do not recall seeing	2122	46.9
		Missing	240	5.3
		Mean 2.76, SDV 1.82		
11	"Hey! I Eat From the Four Basic Food Groups daily." (March 1989)	Very Effectively	356	7.9
		Effectively	820	18.1
		Ineffectively	548	12.1
		Very Ineffectively	197	4.4
		I do not recall seeing	2347	51.9
		Missing	257	5.7
		Mean 2.21, SDV 1.47		
12	"Look Where You've Been to See Where You're Going" (February 1989)	Very Effectively	503	11.1
		Effectively	817	18.1
		Ineffectively	282	6.2
		Very Ineffectively	31	2.9
		I do not recall seeing	2534	56.0
		Missing	258	5.7
		Mean 2.21, SDV 1.56		
<hr/>				
Q 11:	"Name additional subjects you would like presented on posters."	Comments	544	12.0
<hr/>				
Q 12:	"Provide thoughts on how to improve poster distribution, subject coverage, method of presentation."	Comments	548	12.1

APPENDIX II-C

BILLBOARD COMMENTS

APPENDIX II-C--BILLBOARD COMMENTS

QUESTION 11

DRUG/ALCOHOL ISSUES

anti-drug	112
alcohol abuse	34
drinking and driving	27
anti-cocaine/crack	8
criminal aspects of drug/alcohol abuse	4
aids and drug abuse	3
steroid use	3
effects of abuse on family	3
depiction of abusive lifestyle	3
drug testing program	2
prescription drug abuse	2
kids and drugs	2
workplace	1
provide role models	1
drug free zones	1
drug tolerance	1
drug use in schools	1
helping co-worker with addiction	1
drugs and children	1
alternatives to parties	1
use of army in war on drugs	1
drugs and unborn	1
alternatives to alcohol at social gatherings	<u>1</u>
Total	214

HEALTH ISSUES

anti-smoking	19
safe sex	
physical fitness	17
good eating habits	14
controlling stress	12
AIDS prevention	12
sexually transmitted diseases	11
birth control	10
chewing tobacco dangers	10
family planning for singles	3
mental illness	3
overweight military members	3
unwanted/teen pregnancy	3
CPR	3
heat stress	2
cholesterol education	2
exercise and caloric consumption	2
health in general	2
AIDS and sailors on liberty	2
personal hygiene	2
donate blood	2
medical/dental care	2
hypertension	2
heart attack/stroke	1
aerobic exercise	1
recognizing depression	1
getting enough sleep	1
smoking in office areas	1
positive reinforcement in weight loss	1
sun exposure	1
relaxation	<u>1</u>
Total	164

PERSONAL GROWTH/CAREER ADVANCEMENT

education	43
leadership	11
teamwork	9
advancement/career planning	5
duty as career	4
fraternization	4
military and professional development	4
self esteem	3
professionalism	3
knowing your job	3
respect for authority	3
MOS posters	3
positive attitude	3
responsibility	3
reenlistment	2
how promotions boards work	2
why raises are so small	2
illustration of chain of command	2
code of conduct	2
employee relations	2
being a friend	2
congressional support for pay raises	2
role of self discipline in advancement	1
choosing realistic goals	1
failure due to lack of confidence	1
importance of being prompt	1
life after retirement	1
pulling own weight to accomplish mission	1
advancing through education	1
saluting--required and desired	1
pay	1
promotion	1
personal gain	1
property accountability	1

accepting defeat maturely	1
military v. civilian living standard	1
creative problem solving	1
common sense	1
reporting problems	1
computer literacy	1
writing well	<u>1</u>
Total	136

OTHER

sexual harassment	17
suicide prevention	13
community involvement/volunteerism	12
voting	11
rape awareness/prevention	6
courtesy	5
religion	5
crime	5
reprint of old WWII posters	5
literacy	4
car maintenance	3
housing on post	3
negative impact of gossip	3
sports	2
respect for others property	2
public service	2
value of good human relations	2
unusual sports	2
Navy relief	2
needs of singles	2
spiritual readiness	2
pets, bugs and rats in housing	1
use of profanity	1
public transportation	1

Christ and the constitution	1
abortion	1
being street smart	1
DoD hotline	1
DoD suggestion program	1
quality of life	1
brotherhood	1
contribute to CFC	1
science	1
geography	1
space	1
importance of civilian DoD personnel	1
homosexuality	1
pornography	1
deter Satan worship	1
Berlin wall	1
confidentiality	1
human relations	1
ships at sea	1
civilian support	1
treating subordinates equality	1
controlling anger	<u>1</u>
Total	133

PATRIOTISM/PRIDE

integrity/pride	29
patriotism/flag	24
pride in uniform	8
pride in job	7
military history	7
pride in service	6
price of freedom	5
pride in appearance and actions	4
pride and professionalism	4

gratitude to those who served/sacrificed	3
flag burning	3
army history	2
appreciation for overseas personnel	2
loyalty	2
contributions of armed forces	2
pride for reserves	1
pride in increased responsibility	1
history of battles won and lost	1
military milestones	1
women in uniform	1
duty/honor/country	1
NCO contributions	1
military museums	1
appreciation	1
spirit of freedom	1
warrior	1
Navy history	1
medal of honor recipients	1
a series on the constitution	1
Air Force history	<u>1</u>
Total	123

MILITARY/SECURITY ISSUES

waste, fraud and abuse of funds	25
espionage/safeguard information	22
security	12
terrorism awareness	8
communications security	5
military benefits	5
unity among service branches	4
combat readiness	4
public opinion of host countries to US presence	3

compusec	3
BOSS	3
POW's	3
software theft	2
doing more with less--budget cuts	2
international relations	3
Navy issues	2
OPSEC	2
base security	1
military rights and responsibilities	1
MIA's	1
ethics in procurement	1
military courtesy	1
unity among allies	1
bomb threats	1
protecting freedom	1
warfighting1	
future Air Force	1
recruiting	1
double standards within DoD	<u>1</u>
Total	120

FAMILY ISSUES

spouse abuse	29
child abuse	22
recognition of family	13
family togetherness/support	11
available programs	6
child care	3
parental involvement	3
military family lifestyle	3
preventing child kidnapping	3
thinking of family when away	3
family separation	3

wills	2
single parenting	2
child development centers	2
taking care of family before deploy	2
adultery	2
parental disciplining	1
children and strangers	1
<i>protecting children from strangers</i>	1
medical care	1
dealing with divorce	1
pet neglect	<u>1</u>
Total	115

SAFETY ISSUES

safe driving	17
seat belt use	17
safety on and off job	11
in general	10
fire prevention	5
child car seats	5
water safety	4
motorcycle	3
electrical	3
bicycle safety	3
helmet	3
fire escape awareness	2
crime prevention	2
avoiding accidents	2
auto driver awareness of motorcycles	2
sports	2
industrial	1
hazards of shift work	1
preventing back injury	1
smoke alarms	1

swimming alone	1
safe exercise	1
heat and cold safety	1
falling asleep at wheel	1
firearms while hunting	1
swimming accidents	1
eye protection during sports	1
provide emergency and social service phone numbers	1
POV safety	1
young v. mature thinking	1
military vehicles	1
lawn mower	1
tools	1
toys	1
weapons	1
equipment maintenance	1
aviation	<u>1</u>
Total	112

ETHNIC/RACIAL/SPECIAL INTEREST CONCERNS

discrimination	14
Hispanic contribution	12
racial harmony	9
racial/sexual equality	6
importance and roles of women in military	5
other ethnic contributions	5
equal opportunity	3
blacks in military	3
Asian/pacific history	3
EEO promotion	2
tolerance of others--racial, ethnic, religious	2
white history	2
non-Mexican Hispanics	1

harmony between sexes at work	1
emphasis on racial unity as Americans	1
explaining human rights	1
Native American history	1
women's history	1
reverse discrimination	<u>1</u>
Total	73

FINANCIAL/CONSUMER ISSUES

financial planning/management	12
credit/being in debt	6
US savings bonds	5
saving money	4
bad checks	3
proper insurance	2
check cashing	2
avoiding scams	1
advice for car buyers	1
overseas black market	1
balancing check book	<u>1</u>
Total	38

ENVIRONMENTAL ISSUES

environmental awareness	5
hazardous waste	5
anti-litter	4
energy conservation	3
recycling	3
anti-pollution	3
wildlife conservation	1
ride sharing	1
noise pollution	1

dept of energy	1
dumping plastics at sea	1
weather	<u>1</u>
Total	29

QUESTION 11
DISTRIBUTION/DISPLAY

widen distribution in general	54
find new distribution method	36
place in public areas	24
distribute to all units	22
send a catalog of posters	20
distribute to work areas	17
distribute to squadrons	16
present in appropriate DoD magazines	13
distribute overseas	13
send more than one copy	13
post in dining facilities	12
distribute to public affairs officers	11
distribute to safety monitors	10
post in stores/exchanges	10
distribute to head of command	10
display in medical facilities/waiting rooms	9
post on large billboards	9
include a frame (required at some places)	8
make display mandatory	8
use in local base publications	7
display in passageways	5
include posters in newsreels	5
post in post offices	5
distribute to libraries	5
distribute to ships	5

distribute to training sections	4
display in recreation centers	4
send through each service publication center	4
post in clubs	4
select a post of the month	3
use on TV	3
have receiver sign to ensure delivery	2
display in areas pertaining to the subject	2
display in bathrooms	2
designate a billboard for display	2
include as 35mm slides for briefings	2
distribute through more than one channel	1
use on envelopes	1
use on folder covers	1
include as leaflets in pay	1
distribute to chaplains	1
send letter to accompany	1
distribute to all recruiters	1
distribute to ROTC	1
post in barber shops	1
post in ship stores	1
improve visibility	1
distribute to career counselors	<u>1</u>
Total	391

APPEARANCE

emphasize pictures over words	51
make more eye catching/graphic/direct	29
increase size of print	24
keep simple, colorful	15
make message more blunt	15
harder message to get attention	14
make posters more realistic	12
increase bright colors	12

make more artistic/contemporary	10
use photos	7
too cartoonish	7
too busy	6
reduce dark colors	6
include short sayings	5
picture and message must be compatible	4
offer smaller version	4
use bold type on key words in message	3
make 3D	2
use action photos	2
enlarge and post at front gate	1
include a written message	1
use celebrity endorsements	<u>1</u>
Total	231

OPINIONS

very effective	43
discontinue program/invest \$ elsewhere	21
message not always clear	10
subject coverage seems adequate	8
high quality	8
clever/interesting	7
ineffective/meaningless	5
target younger troops	5
send a reduced set to allow selection	5
provide brochures on poster topics	5
allow comments where displayed	3
too corny	3
too many posters already	3
tailor the posters more to each situation	1
give feedback of survey results	1
conduct classes on billboard topics	1
do spot checks to assure quality control	1

posters are needed	1
target audience unclear	1
have little time to read material	1
boring	1
use safety posters as training aid	1
excellent coverage of subject matter	<u>1</u>
Total	136

SUBJECT MATTER

keep up with current issues	8
present in a more positive way	3
address racial harmony, not separateness	2
choose subjects more DoD related	2
address subjects important to younger troops	2
provide a story on the poster	1
provide a recurring theme of importance of civ. and mil. services	1
use ads from AFRTS	1
address more history	1
stress more sacrifices of field personnel	1
address preventable accidents	1
include stats on safety posters	1
don't depict unresearched topics	1
have variety of topics	1
tailor each subject to each military branch	1
more "blood and guts"	1
avoid patronizing	1
no more on safe sex	1
avoid cliches	1
include more reservists	1

target children	1
treat certain subjects more seriously	<u>1</u>
Total	34
NEVER SEEN	105
WOULD LIKE TO RECEIVE	34
RARELY SEEN	30
UNNECESSARY CATEGORY ON #10	10

APPENDIX III-A

PRESS AND ART PACK QUESTIONNAIRE

APPENDIX III-B

**DESCRIPTIVE STATISTICS FOR *PRESS AND ART PACK*
1989 EDITORS SURVEY**

**APPENDIX III-B. DESCRIPTIVE STATISTICS FOR PRESS AND ART PACK
1989 EDITORS SURVEY
(Number of Respondents: 921)**

Question	Response	Cases	Percentage
Q1: "My organization is..."	Army	280	30.9
	Navy	287	31.7
	Air Force	183	20.2
	Marines	31	3.4
	Coast Guard	35	3.9
	DoD Agency	45	5.0
	Other	44	4.9
Q2: "My organization is..."	Active	611	67.7
	Reserve or National Guard	181	20.1
	Other	110	12.2
Q3: "My current status is..."	Active Duty	385	44.7
	Reservist	31	3.6
	National Guard	61	7.1
	Civilian	356	41.3
	Other	29	3.3
Q4: "My pay grade is	E1-E6	301	34.6
	E7-E9	71	8.2
	W1-W4	6	0.7
	O1-O3	65	7.5
	O4+	43	4.9
	GS1-GS7	69	7.9
	GS9+	284	32.6
	Other (7)	32	3.6
	Mean 4.14, SDV 2.73		
Q5: "My highest level of education is..."	Some High School (1)		
	Graduate/GED	48	5.3
	Some College	396	41.2
	Bachelor's Degree	351	38.5
	Master's Degree	128	14.0
	PhD/Professional (5)	9	1.0
	Mean 2.64, SDV 0.82		
Q6: "My present zip code at work is..."	CONUS	865	93.9
	Europe	19	2.1
	Far East	20	2.2
	Other	17	1.8

Q7: My publication is distributed...	On a base on installation in CONUS	430	49.0
	Overseas	121	13.8
	Aboard Ship	24	2.7
	Other	303	34.5
<hr/>			
Q8: My publication is published and distributed...	Daily (1)	28	3.1
	Weekly	113	12.7
	Bi-weekly	101	11.3
	Monthly	346	38.8
	Bi-monthly	78	8.8
	Quarterly	207	23.2
	Other (7)	18	2.0
Mean 3.85, SDV 1.44			
<hr/>			
Q9: "The ___ decides which articles from <i>Press and Art Pack</i> will be used in my publication.	Commander	10	1.2
	Public Affairs Officer	125	14.4
	Editor	693	79.7
	Other	41	4.7
<hr/>			
Q10: "My target audience (including families and civilian employees)	< than 2,000 (1)	334	36.9
	2,000-5,000	228	25.2
	5,001-15,000	197	21.7
	15,001-25,000	61	6.7
	> 25,000 (5)	86	9.5
Mean 2.27, SDV 1.28			
<hr/>			
Q11: "I find that <i>Press and Art Pack</i> articles are ___ time sensitive.	Almost Always (3)	388	42.6
	Sometimes	511	56.2
	Never (1)	11	1.2
Mean 2.41, SDV 0.52			
<hr/>			
Q12: "I ___ receive time sensitive material early enough to include it in my publication.	Almost Always	515	56.7
	Sometimes	366	40.3
	Never	27	3.0
Mean 2.54, SDV 0.56			
<hr/>			
Q13: "I find the time sensitive articles sent out through the telecommunications center system as messages to be ___ useful.	Almost Always	187	22.4
	Sometimes	551	65.9
	Never	98	11.7
Mean 2.11, SDV 0.57			
<hr/>			

Q14: "I use ____ of the artwork in each P&A Pack.	All or Almost All (4)	16	1.8
	More than half	134	14.7
	Less than half	551	60.5
	None or almost none (1)	210	23.0
	Mean 1.95, SDV 0.67		
<hr/>			
Q15: "I use ____ of the copy in each P&A Pack.	All or Almost All	11	1.2
	More than half	84	9.2
	Less than half	636	69.9
	None or almost none	179	19.7
	Mean 1.92, SDV 0.58		
<hr/>			
Q16: "I ____ file P&A Pack for possible later use.	Almost Always	724	79.6
	Sometimes	160	17.6
	Never	25	2.8
	Mean 2.77, SDV 0.48		
<hr/>			
Q17: "The amount of material I need from P&A Pack to serve each of the following groups is:			
a. Active Duty Personnel	Less (1)	166	20.1
	More (3)	211	25.5
	Same (2)	449	54.5
	Mean 2.05, SDV 0.67		
b. Reservists/Guardsmen	Less	338	42.3
	More	190	23.8
	Same	271	33.9
	Mean 1.82, SDV 0.79		
c. Civillian Employees	Less	182	22.4
	More	279	34.3
	Same	353	43.4
	Mean 2.12, SDV 0.74		
d. Dependents	Less	190	24.0
	More	207	26.2
	Same	394	49.8
	Mean 2.02, SDV 0.71		
e. Retirees	Less	303	39.2
	More	138	17.9
	Same	331	42.9
	Mean 1.79, SDV 0.73		

Q18: "I would like to see each of *P&A Pack's* five standing features.

a.	National Defense	Cancel (1)	38	4.3
		Less often (3)	153	17.2
		About as Often (2)	495	55.7
		More Often (4)	202	22.7
		Mean 2.97, SDV 0.76		
b.	Worth Repeating	Cancel	108	12.3
		Less Often	185	20.8
		About as Often	483	54.4
		More Often	111	12.5
		Mean 2.67, SDV 0.85		
c.	On This Date	Cancel	89	10.1
		Less Often	157	17.8
		About as Often	511	57.8
		More Often	127	14.4
		Mean 2.76, SDV 0.82		
d.	Do You Know	Cancel	126	14.3
		Less Often	235	26.6
		About as Often	440	49.9
		More Often	81	9.2
		Mean 2.54, SDV 0.85		
e.	Between The Lines	Cancel	29	3.2
		Less Often	64	7.2
		About as Often	361	40.4
		More Often	439	49.2
		Mean 3.36, SDV 0.75		

Q19: " <i>P&A Pack</i> ___ covers the same editorial material received from my service or other sources.	Almost Always	53	7.4
	Sometimes	662	92.6
	Never	0	0
	Mean 2.07, SDV 0.26		

Q20: "I use <i>P&A Pack</i> articles	In nearly every issue of my publication	332	36.8
	Occasionally	533	59.0
	Never	38	4.2
	Mean 2.33, SDV 0.90		

Q21: "P&A Pack articles should be	Much longer (5)	4	0.4
	Somewhat longer	14	1.6
	About the same	549	61.0
	Somewhat shorter	276	30.7
	Much shorter (1)	57	6.3
Mean 2.59, SDV 0.65			

Q22: "P&A Pack ___ covers the same art material received from my service or other sources

No responses

Q23: "I use P&A Pack artwork	In nearly every issue of my publication	279	30.9
	Occasionally	559	61.8
	Never	66	7.3
Mean 2.74, SDV 0.57			

Q24: "I ___ use the halftone reproductions provided in P&A Pack.	Almost Always	43	4.8
	Sometimes	544	60.2
	Never	316	35.0
Mean 1.70, SDV 0.55			

Q25: "The amount of artwork provided in P&A Pack should	Be increased (3)	442	49.3
	Remain about the same	407	45.4
	Be decreased (1)	48	5.4
Mean 2.44, SDV 0.59			

Q26: "When each of the following types of art appears in P&A Pack, I use it for my publication

a. Military Hardware	Almost Always (3)	77	8.8
	Sometimes	444	50.9
	Never (1)	351	40.3
	Mean 1.69, SDV 0.63		
b. Tactical/Field Scenes	Almost Always	65	7.5
	Sometimes	333	38.3
	Never	471	54.2
	Mean 1.53, SDV 0.63		
c. Domestic/Consumer	Almost Always	112	12.8
	Sometimes	542	62.2
	Never	218	25.0
	Mean 1.88, SDV 0.60		

d.	Fitness/Health	Almost Always	245	27.5
		Sometimes	535	60.1
		Never	218	25.0
		Mean 2.15, SDV 0.61		
e.	Duty/Life	Almost Always	122	14.1
		Sometimes	479	55.5
		Never	262	30.4
		Mean 1.84, SDV 0.65		
f.	Dingbats	Almost Always	65	7.6
		Sometimes	325	38.1
		Never	462	54.2
		Mean 1.53, SDV 0.63		
g.	Promotional/ Seasonal Art	Almost Always	331	37.4
		Sometimes	432	48.9
		Never	121	13.7
		Mean 2.24, SDV 0.68		
h.	Sports/Recreation	Almost Always	172	19.7
		Sometimes	516	59.0
		Never	186	21.3
		Mean 1.98, SDV 0.64		
<hr/>				
Q27:	"I ___ find the production tips material to be	Almost Always	383	42.7
		Sometimes	452	50.4
		Never	61	6.9
		Mean 2.36, SDV 0.61		
<hr/>				
Q28:	"As an overseas editor, I use ___ of the Combined Federal Campaign- Overseas Area copy/ artwork that is included annually in the issue before each campaign period.	All or almost all (4)	19	6.0
		More than half	51	16.1
		Less than half	106	33.5
		None or almost none (1)	140	44.4
		Mean 1.84, SDV 0.91		
<hr/>				
Q29: "Are there other types of art or copy that should be provided in <i>P&A Pack</i> ? Please list on a separate sheet. In addition, please take the time to share any other thoughts you may have on how to make <i>P&A Pack</i> more available or useful to you.				
Comments made			159	17.3
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APPENDIX III-C

PRESS AND ART PACK COMMENTS

PRESS AND ART PACK COMMENTS

ART

Need art in the following topics/areas:

Coast Guard	10
seasonal	7
Navy	7
emblems, insignia, flag	6
Marines	4
civilians	4
generic for all services	4
annual days	4
pictures/signatures of top officials	3
women in military roles	3
soldiers, active	2
equipment, hardware	2
recruiting	1
Naval equipment	1
medical topics	1
commissary	1
people	1
safety	1
Seabees	1
reservists	1
combat	<u>1</u>
Total	65

Presentation:

need smaller pieces	6
provide art to accompany specific stories	2
provide art without dates	1
provide art without color added	1
provide overseas art to CONUS	1
seasonal/people art are dated-- hair, clothing	1
quality of art is poor	1
need line art clearer, sharper	1
need more 1/2 tones	1
provide series artwork, themes within a pack	1
provide more specialized booklets	1
need camera-ready artwork	1
use more current graphics	1
use AP stylebook for standardizations	<u>1</u>
Total	20

Content: Need more of the following

Line art (general)	7
Line art (specific):	
workers in office and industrial settings	1
all rank insignia	1
older equipment	1
equipment, aircraft	1
computers	<u>1</u>
Total	12

Clip art (general)	4
Cartoons (general)	4
Cartoons (specific):	
Coast guard	1
Navy	1
ship duty	<u>1</u>
Total	7

Usage:	
use art in broadcast media	2
can't reproduce photos and 1/2 tones	2
often use graphics	1
sole source of art	1
rarely use art	1
Total	7
Grand Total for Art	115

COPY

Address the following topics:	
health and fitness, sports	4
guard and reserves	3
family issues	3
defense trends (global)	2
dependent programs/services	2
civilian topics	2
selling techniques	1
dealing with stress	1
quality time at home	1
fraud, waste and abuse	1
benefits of military life (travel)	1
environmental issues	1
women in military	1
change of command ceremonies/ awards	1
letters from DoD secretary, pres	1
career opportunities	1
warriors in past wars	1
Champus	1
Nat'l defense	1
work	1
moving	1
education	1
retirement	1

saving DoD money	1
energy	1
support missions	1
no smoking stories	1
personality features	1
military counseling	1
single parenting while active duty	1
congressional news	<u>1</u>
Total	41

Style:

shorten articles	9
make stories more generic	3
less jargon	2
target lower ranks	1
keep speech excerpts short	1
set copy right justified	1
provide copy for specific branches	1
more "hard" news	1
provide more real interviews with brass	<u>1</u>
Total	20

Usage:

Only use small amount of info provided	3
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Need more copy on the following:

Coast Guard copy	5
civilian news/issues	4
Naval reserve news	1
short, filler stories	1
Air Guard information	<u>1</u>
Total	12

Grand Total for Copy	73
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DISTRIBUTION

Time:

send seasonal artwork earlier	10
receive time sensitive info too late	7
make more time sensitive	<u>3</u>
Total	20

Use of electronic transmission:

send copy/art on disk	6
use Defense Data Network	2
use computer bulletin boards for copy	1
would like to receive electronically	<u>1</u>
Total	10

Grand Total for Distribution 30

HINTS

Suggestions:

send more "between the lines" and "production tips"	5
include more overseas base tips	3
include suggestions from other editors in P&AP	2
provide 3 month calendar with important dates in red	2
require AFPPS writers to take field trips	1
include a list of possible story ideas	<u>1</u>
Total	14

Provide instructions in the following areas:

how to use clip art	1
using line art	1
instructions for public affairs	1
Total	3

Grand Total for Hints 17

OPINIONS

Negative:

art is poor quality, seldom use	11
rarely use--not enough DoD civilians	5
information is often dated	4
too Army oriented	3
articles too policy oriented--boring	2
remove	2
cartoons are often offensive	2
many spelling errors--sloppy	1
art doesn't reproduce easily	1
overseas campaign is useless	<u>1</u>
Total	32

Positive:

invaluable resource	9
often file artwork for future use	1
good variety of information	1
cartoons by Miller are good	1
use many articles	1
use materials often	<u>1</u>
Total	14

Neutral:

radio station--don't use	1
don't receive	1
Total	2
Grand total for Opinions	48